

The Pilot Project "Society and Education" at Osh State University

MINISTRY OF EDUCATION AND SCIENCE OF THE KYRGYZ
REPUBLIC
OSH STATE UNIVERSITY

Approved by order of the Ministry of Education and Science of the
Kyrgyz Republic

From " ____ " _____ 2021 № ____

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PLANNING THE FUTURE

Dear students, colleagues and partners, let me express my gratitude for your restraint and patience during the COVID-19 pandemic and for being with us. Given the high uncertainty of future events, the education of young people is a key goal that the university decisively pursues not only to transfer knowledge, but above all to develop a vision that goes beyond the present in order to anticipate future achievements.

The pilot project "Society and Education" 2021-2022 is a "roadmap" for the integrated development of the university's potential in the post-crisis period. The university is faced with the tasks caused by the pandemic, the successful solution of which will allow it to integrate into the global community of the world's leading research universities with minimal damage and enter the TOP-829 in the International University Ranking.

The University will attempt to transform itself from a Second Generation University to a Third Generation University, thereby providing an interdisciplinary approach to establish the prerequisites for the Fourth Industrial Revolution.

If we want to transfer our knowledge and develop a comprehensive vision of the future, then the university's priority in the post-crisis period will be to invest in education, training, research and entrepreneurship related to the needs of society.

Osh State University, with a significant impact on the local community, will create conditions for gaining success from joint actions, in order to positively influence the policy of expanding the availability of education for everyone and interacts at the campus level, with a focus on various international programs, collaborates with others universities, actively promoting fundamental values for research and teaching.

I can confidently assure that we will come out of this difficult situation stronger for the further implementation of the concept of the university and productive work.

Yours faithfully,
Kozhobekov Kudaiberdi Gaparalievich

Rector of Osh State University

PROCESS PLANNING

The process of implementing the pilot project "Society and Education" for 2021-2022 (hereinafter referred to as the strategic plan) continued in the same direction as the previous plans, as well as with the introduction of new strategies aimed at solving new problems in the post-crisis period.

A key element of the quality system is the strategic planning process based on a thorough analysis of our positioning, which considers the main parameters and indicators used by various national and international assessment agencies. In line with the current literature on strategic planning and with reference to similar processes carried out by other institutions, the university has developed a strategic roadmap that follows the general planning guidelines for the public university. The strategic planning process allowed us to determine actions that allow us to achieve our strategic goals and plan organizational performance in each area in accordance with the requirements of the legislation of the Kyrgyz Republic and ISO 9000: 2015 standards.

The process of defining the Strategic Plan included the following steps:

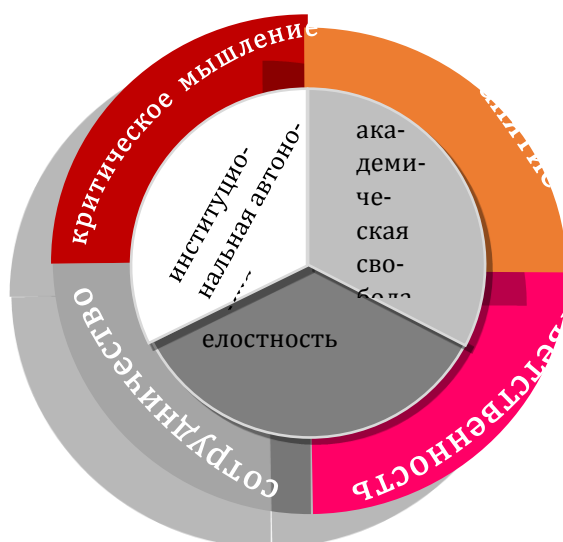
- ✓ Mission, values, view;
- ✓ Positional analysis;
- ✓ Definition of key and strategic goals;
- ✓ Defining strategies and actions;
- ✓ Link to 17 UN Sustainable Development Goals;
- ✓ Determination of quantitative performance indicators;
- ✓ General agreement on the strategic roadmap.

MISSION

Osh State University provides qualified and affordable education in accordance with international standards based on scientific research and labor market requirements. The University ensures the intellectual, cultural and personal growth of all members of its community, contributes to the preservation and enhancement of national values.

VALUES

The implementation of the strategic plan is based on the values reflected in the Constitution and the Law of the Kyrgyz Republic "On Education" and the Charter of the University. And they are sources of nourishing fundamental values for the entire community:



INTRODUCTION

Osh State University in the post-crisis period will become a leading participant in the educational space, making a positive contribution to the technological and economic development of the region by providing affordable training programs for the growth of profes-

sional skills of community members. The university is being transformed into a multicultural and international space for conducting research activities with the participation of the international scientific community and applying the best world standards, traditions in the field of education and science. The university will be a center that has introduced a production cycle for the production of high-tech products for the needs of society.

For the post-crisis period, the university has identified the following strategies:

1. Strategy for sustainable development;
2. Integration strategy Multicampus.

SUSTAINABLE DEVELOPMENT STRATEGY

The university decided to link the strategic plan with the Sustainable Development Goals set out in the 2030 Agenda, adopted by the UN General Assembly on September 25, 2015 and noted in the Concept for 2019-2024.

The 2030 Sustainable Development Goals provide a framework for measuring the progress made by each organization and country towards a more balanced world.

Each key goal of the strategic plan refers to several sustainable development objectives of relevance, which are very significant in the post-crisis period.

Eight UN goals included in the university's sustainable development strategy for the post-crisis period 2021-2022 to address the following tasks:



Significantly increase health support through the recruitment, development, training and retention of medical personnel for the least developed regions of Kyrgyzstan.

Ensure the full and real participation of women and equal opportunities for them for leadership at all levels of decision-making in political, economic and public life. Increase the use of high-impact technologies, in particular information and communication technologies, to promote the empowerment of women.



By 2022, ensure equal access for all women and men to affordable and quality vocational and higher education, including university education.

Promote development-oriented policies that promote productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and development of micro and medium-sized enterprises, including through access to financial services



Promote inclusive and sustainable industrialization and, by 2022, substantially increase industrial employment and the share of industrial production in gross domestic product, in line with national conditions, and double the respective rates.

Maintain positive economic, social and environmental links between urban, peri-urban and rural areas by improving the quality of national and regional development planning



By 2022, support and encourage the active participation of all people in social, economic and political life, regardless of their age, gender, disability, race, ethnicity, origin, religion and economic or other status.



Significantly reduce corruption and bribery in all their forms. Create an effective, accountable and transparent institution at all levels. Ensure responsible decision-making by representative bodies at all levels, with the participation of all sectors of society.



The other eight UN goals will be included in the new strategic development plan for 2023-2024.

INTEGRATION STRATEGY MULTICAMPUS

Each campus has a strong scientific and educational identity, with its own facilities and services dedicated to institutional, cultural and sporting events and associations. In the interest of students, each campus will coordinate services and initiatives to support its teaching and research activities. Dynamic relationships are also maintained with local authorities, associations and individuals as part of the cultural, economic, industrial and social development of the territories.

All members of the multicampus can build their capacity by continually providing the community with knowledge and promoting the highest standards of practice in the field of diversity, equity and inclusion. In the post-crisis period, the university will introduce the principle of a multicampus and systematize them by location for sustainable development, as well as establish a production cycle.

TRAINING STUDENTS BY DIRECTIONS

- PHYSICAL AND MATHEMATICAL EDUCATION
- INFORMATION SYSTEMS AND TECHNOLOGIES
- ELECTRIC POWER ENGINEERING AND ELECTRIC TECHNOLOGY
- AGRARIAN SCIENCES
- DESIGN, MODELING AND TECHNOLOGIES
- AMERICAN STUDIES
- EUROPEAN BEHAVIOR
- TOURISM
- PHILOLOGICAL EDUCATION
- LINGUISTICS
- FOREIGN LANGUAGE
- TRANSLATION BUSINESS
- PRESCHOOL EDUCATION
- PEDAGOGY

MULTICAMPUS | SULAYMAN-TOO

The “Sulaiman-Too” campus was organized at the foot of the sacred mountain “Sulaiman-Too” in the city of Osh in the south of the Kyrgyz Republic, which on June 29, 2009 became the country's first World Heritage Site.

The structure of the “Sulaiman-Too” campus will include the Main Building, the Faculty of World Languages and Culture, the Faculty of Mathematics and Information Technology, the Faculty of Physics and Technology, a scientific library, a housing complex for students and a



medical center. In the post-crisis period, an industrial pedagogical college and an innovative college "STEM" will be commissioned. The favorable location of the campus will create conditions for the creation of a completely new central library using digital technologies. To develop the industrial and industrial cycle of the campus, the university until 2022 to launch the Hi-Tech Park company, which should become a leader in the production and development of high-tech products and services and serve as a research center for students, undergraduates, graduate students, applicants and researchers. to ensure academic integrity and freedom on campus.

Two non-governmental organizations will be created in the form of a public fund, which will implement the Osh State University Scholarship Program and the Research and Innovation Program. The source of financing will be the initial funds allocated by Osh State University, which will be placed on deposit accounts at interest. The resulting interest income will be used to provide scholarships and stimulate research work.

PREPARATION OF STUDENTS BY DIRECTIONS

- SCIENCE OF EDUCATION
- AGRICULTURE(FARMING)
- TOURISM
- GEODESY
- THEOLOGICAL EDUCATION
- MEDICAL EDUCATION
- SECONDARY EDUCATION
- PRIMARY EDUCATION



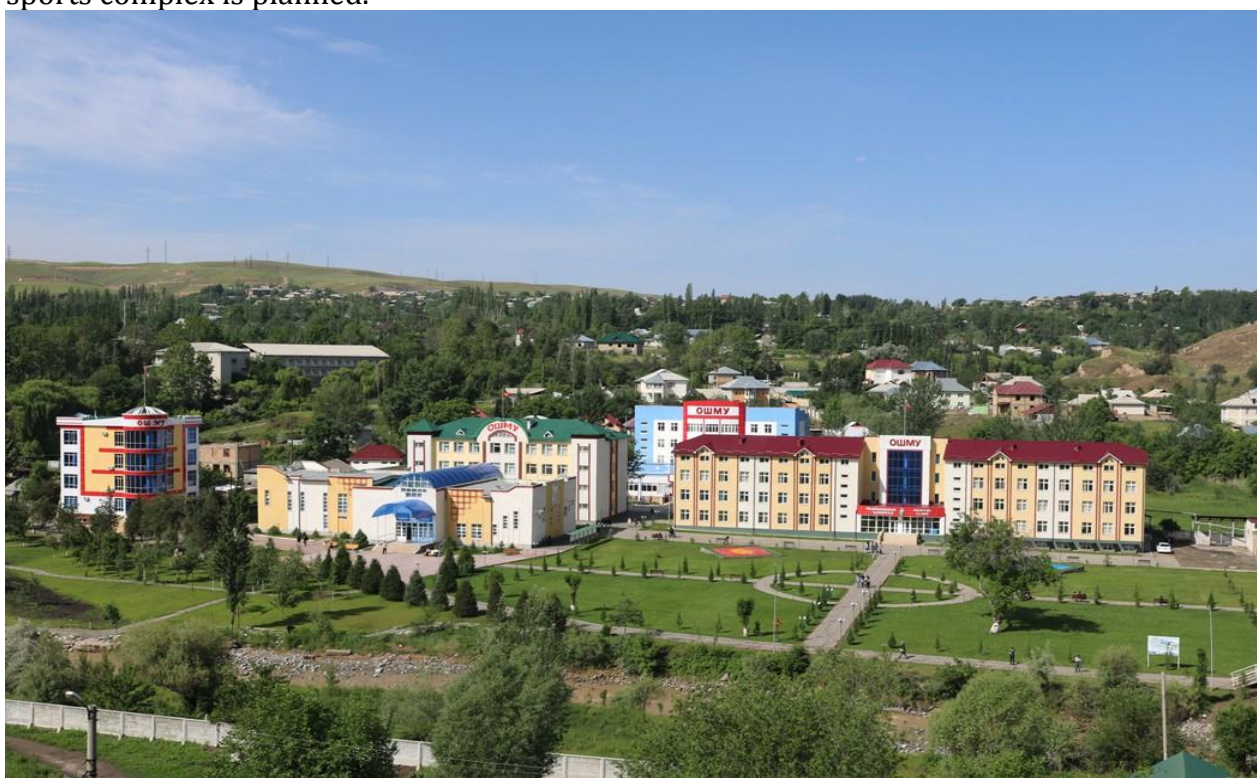
MULTICAMPUS

KURMANZHAN DATKA

The Kurmanzhan Datka campus was organized in honor of the Kyrgyz statesman and military leader, the leader and ruler of the Alay Kyrgyz from 1832 to 1876 and is a suburban campus in the southeast of Osh along the Ak-Buura river surrounded by picturesque natural beauty.

The structure of the Kurmanzhan Datka campus will include the primary education complex Zirek, the Yiman gymnasium, the Theological College, the Medical College, the Faculty of Natural Sciences and Geography, the Faculty of Medicine, the International Faculty of Medicine, the Theological Faculty and a housing complex for students. Until 2022, new infrastructural buildings of the Bilim Lyceum and Yiman Gymnasium will be built on the campus. A clinical base will be put into operation for training medical personnel, conducting research work in the field of medical sciences and providing quality medical services to citizens of Kyrgyzstan. In order to ensure the necessary conditions for the economic, educational and research work of students and scientific and pedagogical workers in the field of environmental management, the garden and park economy will be modernized in accordance with the new technologies of agronomy. The construction of a library, a cinema and a sports complex is planned.

TRAINING STUDENTS BY
DIRECTIONS



MULTICAMPUS

KELECHEK

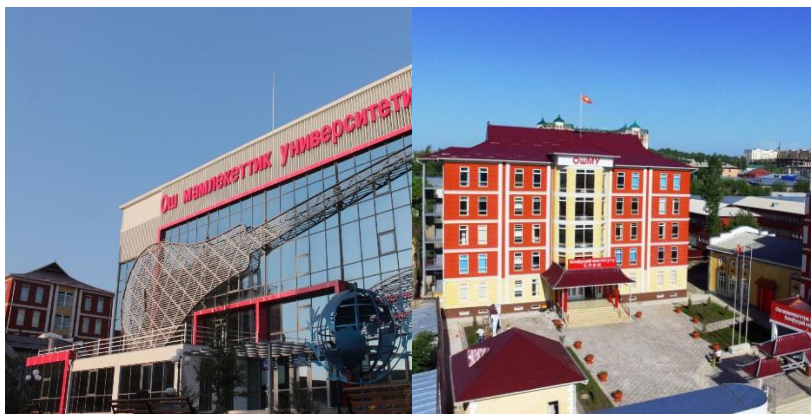
The “Kelechek” campus is organized in the very center of the city of Osh near the park zone named after Alisher Navoi, named after the famous poet.

The “Kelechek” campus was created in 2017, becoming an educational complex for students of the Faculty of Arts, the Faculty of International Relations, the Kyrgyz-Chinese Faculty of Confucius, as well as the Institute for Teacher Retraining and the Center for Pre-University Training.

The University set goals to solve the problems of creating conditions for the formation of new sources of financial stability, for this in the post-crisis period various production complexes will be organized at the “Kelechek” Campus. Research and development and production complex of light industry, there will be established the production of products in the form of clothing for subsequent sale to the local market. Scientific and cultural production complex of theater, art, design, advertis-

ing, sound recording and video editing - modern design studios, concert halls for celebrations, halls for exhibitions of designer clothes and art paintings, sound recording and video editing studios for various advertising and video production will be organized in the complex. The Research and Development Center for Architecture and Construction will open with the aim of developing design with the help of modern graphic computer programs and fulfill orders for the development of various projects on a paid basis. Organized production cycles in this campus will create oppor-

tunities for the creative development of students and teachers, will give them entrepreneurial skills.



TRAINING STUDENTS BY DIRECTIONS

- PHILOLOGICAL EDUCATION
- LINGUISTICS
- PEDAGOGY
- SPORTS EDUCATION
- PSYCHOLOGY
- HISTORY AND ORIENTAL STUDIES
- RIGHT
- ECONOMY
- MANAGEMENT
- TOURISM
- COMMUNICATION, PUBLIC RELATIONS AND JOURNALISTS
- FILM PRODUCTION
- INFORMATION SYSTEMS AND TECHNOLOGIES

MULTICAMPUS

APSAMAT MASALIEV

The campus "Apsamat Masaliev" is organized along the central street of the city of Osh named after Apsamat Masaliev, named in honor of the statesman and Hero of the Kyrgyz Republic.

The campus will include an old complex, created on the basis of Rostov University, evacuated from Russia during World War II, and new infrastructures created during the period of independence of Kyrgyzstan. The following faculties will be campus members:

1. Faculty of Kyrgyz Philology and Journalism;
2. Faculty of Russian Philology;
3. Kyrgyz-Turkish Faculty;
4. Faculty of Pedagogy, Psychology and Physical Education;
5. Faculty of Oriental Studies and History;
6. Faculty of Law;
7. Faculty of Business and Management;
8. Financial and Law College;
9. Sports complex;

10. Housing complex for students.

Also, a branch of the Lomonosov Moscow State University will be built on this campus. Training in this branch will be conducted according to the standards of Moscow State University. Osh State University has opportunities to attract the research experience of Moscow State University.

The College of International Programs and Education will open. This college will aim to form a completely new approach to training qualified personnel in the field of international programs.

In order to develop a policy of democracy and respect the rights of employees, students and citizens, a non-profit organization will be created in the form of the Public Fund "Center for Law and Democracy", which will allow organizing a production cycle for the practical application of scientific research and training qualified personnel in the field of law and social work Faculty of Law.

POSITIONAL ANALYSIS

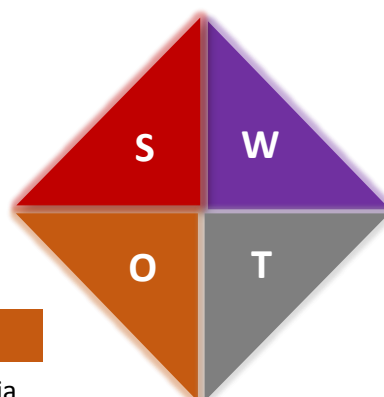
Analyzing our positioning is the first step in the entire strategic planning process. This contributes to a better understanding of the reality of the consequences of the pandemic and resources to optimize the results of the post-crisis period. It is also important to determine the nature of the external obligations and internal constraints of the university. And to allow more concrete actions to implement the plan.

STRENGTHS

- 80 years of history and rich cultural heritage
- National and international reputation
- High quality in all areas of expertise
- Student mobility
- Integration with cities and towns

WEAK SIDES

- Services compared to international standards
- Research infrastructure
- Modest opportunities to attract foreign faculty and administrative staff
- Graduates
- Cooperative management and non-compliance with the laws of the Kyrgyz Republic



OPPORTUNITIES

- Navigate to Europe, America, Asia
- Open science
- Digital transformation
- Development of cooperation in

THREATS

- Underfunding of the national university system
- Uncertain international forecast
- Oligopoly of large publishers



S STRENGTHS

- 80 years of tradition and rich cultural heritage contribute to the free and independent study of the consistently original and innovative character of the university.
- Our national and international reputation has made Osh a reference point in the academic world.
- The pervasive quality of our education and research in all areas of expertise is recognized by leading appraisal agencies.
- The University is a leading Asian university for student exchange thanks to our international vocation.
- Our close integration with the cities and towns in which we operate has enabled us to share goals and commitments with all stakeholders in the area on key topics such as innovation



W WEAK SIDES

- The level of student service does not yet meet the highest international standards. There is no effective academic policy.
- Especially in some areas reflects the difficulty of bringing historic buildings into the research infrastructure, in accordance with technological requirements and safety.
- Problems of attracting international teachers and administrative and technical staff, to a certain extent characteristic of the national university system, complicate the internationalization of our educational and research environment.
- The absence of an active and coordinated Alumni Association does not allow the university to effectively use the innovation potential inherent in the alumni



OPPORTUNITIES

- Defining a post-crisis funding program will enable the university to contribute to the development of new models of cooperation, networking, research and international mobility.
- The dissemination of open scientific practices promotes the circulation of data and information, creating new incentives for the growth of research activities.
- The development of digital technologies opens the door for the transformation of management processes, allowing them to rethink in order to reduce complexity (bureaucracy), increase efficiency and ensure financial sustainability.
- Creation of a strong partnership in the interests of cooperation for the development of the



THREATS

- Insufficient funding of the university system, increasing the salaries of our teachers and administrative and technical personnel, raises serious questions about the financial stability of the university in the medium term and the post-crisis period.
- The shock of global equilibrium caused by COVID-19, a certain level of nationalism and limited autonomy could significantly weaken the international system of scientific and academic cooperation.
- With the transition to a fully Open system of scientific communication, the current oligopoly 12 dominating international academic publishing, especially in the fields of STEM (Science, Technol-

ROAD MAP

ROAD MAP

OBJECTS

QUALITY OF RESEARCH

0.1. Support pure and applied research to address core issues:

- Training of scientific personnel (candidates of science and PhD)
- Reward for merit
- Quality and labor productivity
- Infrastructure

PROJECT WORK

0.2. Support the work of scientific projects in the national and international context:

- Raise funds
- Strategic project work
- Open scientific environment

QUALITY TEACHING

0.3. Promote quality and innovation in the catalog of programs, taking into account the needs of people and society:

- Joining and staying in the world of work
- Timely career growth of the student
- Teaching innovation
- Interaction of the educational process with science

ATTRACTIVENESS

0.4. Increasing the attractiveness in the international aspect of the learning environment:

- Attract talented students
- Attract international students
- International catalog of diploma programs
- International partnership agreements

STUDENTS

0.5. Maintain a policy of access to higher education and improve student services:

- Student services
- The right to receive higher education
- Leadership
- Participation

INNOVATION

0.6. Improve the transfer of technology and knowledge in favor of the socio-economic structure of society:

- Entrepreneurship and relationship with business
- Continuing education
- Development partnership

SPREAD

0.7. Popularization of scientific and cultural activities:

- Links with museums and cultural promotion
- Dissemination, promotion and co-production of knowledge
- Graduates and interaction with the community

SUSTAINABILITY

0.8. Encourage initiatives to improve social, financial and environmental sustainability:

- Financial management
- Financial assistance to students
- Academic and general public
- University infrastructure

ROAD MAP

ACTIVITIES



TEACHING



RESEARCH &
INNOVATION



SOCIAL
INVOLVEMENT



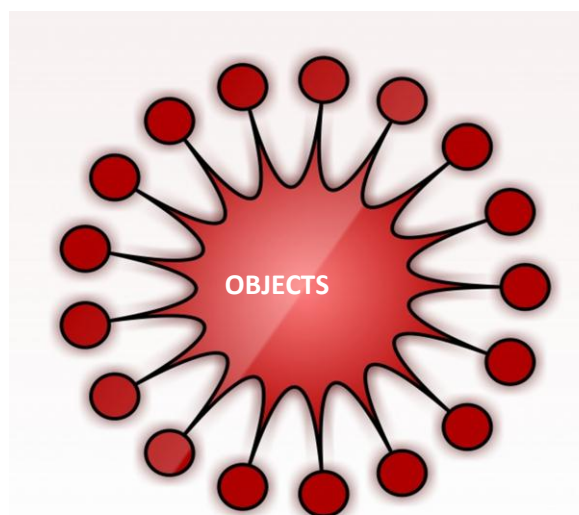
STUDENT COMMU-



DIGITAL
TRANSFORMATION



BUILDING



WORK IN OSH



NEW PEDAGOGICAL
AND RESEARCH
INITIATIVES



Entrepreneurship



ENSURING
STABILITY



GRADUATES



THE
INTERNATIONAL

ROAD MAP | INTERDISCIPLINARY INDUSTRIES

The above activities will allow the university to apply interdisciplinarity and will be seen as a form of organizing scientific knowledge based on certain links between industry disciplines, methods and technologies that provide a solution to complex scientific and technical problems. Interdisciplinarity is characterized by the properties of the integration of disciplines based on the transfer of research methods in one discipline to another and requires a synthesis of the results obtained within various scientific disciplines.

In the post-crisis period, the university will try to develop an interdisciplinary approach between the following industries:



Fourth industrial revolution



Sustainability and the cyclical economy



Health and wellbeing



Arts and Humanities in the Digital Age



Agriculture and food



Intercultural integration and social security



Big data



Climate change

At the university, the formation of professional competencies of the teaching staff in various fields of knowledge, in the post-crisis period, should be provided with interdisciplinary educational programs. Now the university prepares for the most part narrow specialists in specific areas of professional knowledge who do not possess a sufficient set of competencies for effective activity in the framework of strategically important areas of development and implementation of cyber-physical systems in production. In the socio-economic conditions of the post-crisis period, an urgent task will be to train universal (hybrid) specialists - creatively thinking, having an effective methodology of analytical and production activities on the border of knowledge areas. In this regard, a promising direction in the development of the vocational training system is the expansion of interdisciplinary educational programs. An interdisciplinary approach to ensure the university is economically and financially sustainable. It will also form the basis for the development of the




university's investment policy, which will ensure the organization of industrial complexes of a cyclical economy and the formation of a Protective Investment Fund for cases like COVID-19.

ROAD MAP

IMPLEMENTATION TACTICS AND INDICATORS

0.1 QUALITY OF RESEARCH

0.1. Support pure and applied research to address core issues

Objects	Events	
0.1.1. Qualify and promote PhD programs in an international context.  Policy Oversight: Vice-Rector for Research	Research and innovation: 1. 1. Strengthen the role of training PhD and other academic degrees. New pedagogical and research initiatives The international cooperation:	
INDICATORS	2020	2022
R.01 - PhD students and postgraduates with diplomas from other Kyrgyz and foreign universities	there is no data	30%
R.02 - Number of students enrolled in the first year of the PhD and postgraduate program cycle	there is no data	560
R.03 - Number of dropped out students in PhD and post-graduate programs	there is no data	500
0.1.2 To consolidate the recognition of scientific merit in recruiting and career growth  Policy oversight: rector	Work at Osh State University: 1. Incentives for the professional community; 2. Gender equality; 3. Development of the professional community; 4. Digital transformation.	
INDICATORS	2020	2022
R.04 - The share of new employees supervising competitive projects from the total number of newly hired employees	there is no data	17%
R.05 - Percentage of Newly Hired Employees with Above Average and Low VRA Applied Role Evaluations	there is no data	70%-80%
0.1.3 Improve research quality and productivity Policy Oversight: Vice-Rector for Research 	Research and innovation: 1. Promotion of advanced research; 2. Measures to attract international funds for research. The international cooperation: 1. Internationalization of research programs in terms of content and scientific environment	
INDICATORS	2020	2022
R.06 - Comparison of the distribution of our publications by one index with the total number of products for VQR (bibliometric source)	there is no data	70%
R.07	there is no data	51%
a) Percentage of Group A publications according to VRA criteria	there is no data	80%
b) Percentage of publications submitted for a VRA in proportion to the maximum number of publications allowed for a scientific field VRA (non-bibliometric sources)		

0.1.4 Strengthening the infrastructure needed for research



Policy Oversight: Delegated to Construction and Environmental Sustainability

Building:

1. ICT infrastructure;
 2. Infrastructure and research tools.
- Digital transformation.

INDICATORS

R.08 - Creation of new research sites

2020

there is no data

2022

For consideration

0.2 PROJECT WORK

0.2 Support the work of scientific projects in the national and international context

Objects

Events

0.2.1. Expand opportunities for collaboration and attracting research funding from national and international sources.



Policy Oversight: Vice-Rector for Research

Incentives for the professional community

The international cooperation:

1. International networks;
2. International projects;
3. Flawless research.

INDICATORS

R.09 - National and international financing of design works

2020

there is no data

2022

For consideration

0.2.2 To develop the strategic project work of the departments, attracting interdisciplinary competencies and increasing the international reputation of the university.



Policy oversight: rector

Research and innovation:

1. Departmental strategic directions;
2. Development of the professional community;
3. Creation of a public fund "Research and Innovation", which will support project financing at the expense of income from the deposit and other sources.

INDICATORS

R.09 - Degree of program initiatives

2020

there is no data

2022

For consideration

0.2.3 Promote the development of open science



Policy Oversight: Rector and Vice-Rector for Research

Digital transformation:

1. Availability and availability of data;
2. Open Science.

INDICATORS

R.11 - Progress made in relevant actions

2020

there is no data

2022

For consideration

R.12 - Percentage of publications in open access

there is no data

30%

0.3 QUALITY TEACHING

0.3 Promote quality and innovation in the catalog of programs, taking into account the needs of people and society

Objects

Events

0.3.1 Improve the competencies acquired in the course of educational programs to help graduates find a job







Policy Oversight: Delegate for Development and Investment



Entrepreneurship:

1. Entrepreneurial ideas and team training;
 2. From the funds of the Public Fund "Innovation and Research" to allocate funds for business start-ups of students;
- The international cooperation
Social engagement

		Graduates	
INDICATORS		2020	2022
F.01 - Number of students taking courses in interdisciplinary competencies		there is no data	2000
F. 02 focus - employment / unemployment after 1/3/5 years		there is no data	there is no data
F. 03 Percentage of Graduates Completing an Apprenticeship		there is no data	40%
0.3.2 Promote timely student career progress while adhering to rigorous assessment procedures		Right of access to higher education: 1. Improving living conditions at the university and expanding the range of digital admission services; Teaching Student community: 1. Creation of a broad inclusive university; 2. Improving library services; 3. Support of the student in employment.	
 Policy Oversight: Vice-Rector for Academic Affairs			
INDICATORS		2020	2022
F.04 - Graduates in stable permanent employment (N years)		there is no data	50%
F. 05- Continuing students with over 39 ECTS achieved in 1st year		there is no data	>70%
0.3.3 Improve the quality of teaching, in part through the use of innovative methods and advanced teacher qualifications		Building: 1. Lyceum "Bilim"; 2. Gymnasium "Yyman"; 3. Library of the Kurmanzhan Datka campus; 4. Sports complex of the Kurmanzhan Datka campus; 5. Branch of the Moscow State University; 6. Construction and reconstruction of the building of the industrial-pedagogical college; 7. Reconstruction of the building for the new innovative college "STEM". Training of teachers and researchers: 1. Interdisciplinary competence; 2. Standard ISO 9000: 2015; 3. Application of digital technologies. Teaching: 1. Create an educational process with a center towards the student; 2. Expand postgraduate education. Digital transformation in education: 1. Digital integrated systems for classroom studies; 2. New platforms for remote interaction.	
  Policy Oversight: Vice-Rector for Academic Affairs			
INDICATORS		2020	2022
F. 06- Number of participants in teacher training sessions		there is no data	500
F.07 Student satisfaction with learning - survey of students' opinions		there is no data	78%
 0.3.4 Promote synergies between educational programs and research, taking into account the needs of the community Policy Oversight: Vice-Rector for Academic Affairs		Departmental strategic directions New pedagogical and research initiatives: 1. Interdisciplinary competencies; 2. Postgraduate education.	

INDICATORS	2020	2022
F. 08- Presentation of reports on new program initiatives in interdisciplinary strategic areas	n/a	5

0.4 ATTRACTIVENESS

0.4 Increasing the attractiveness and issues of the learning environment

Objects	Events
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0.4.1 Attracting talented students, including through special career guidance events

Policy oversight: rector



Right of access to higher education:
 1. Availability of the website;
 2. Flexible rules of admission;
 3. Creation of a public fund "Scholarship program of Osh State University", the funds of which will be formed at the expense of income from the deposit and other receipts;
 4. Collaboration with financial institutions for the Education Loan program;
 5. Development of the "Talented student" scholarship program to pay for a part or the full cost of training from the funds of the Public Fund "Osh State University Scholarship Program";
 6. Adoption of Academic Policy.

INDICATORS	2020	2022
F. 09 undergraduates with 1st level diplomas from other universities	n/a	30%
F.10 Extra-regional mobility	n/a	30%

0.4.2 Increase the number of talented international students and diversify their geographic coverage

Policy oversight: rector



The international cooperation:
 1. Carry out work to attract students from Asia and Africa;
 2. To attract foreign teachers;
 3. To attract foreign specialists in the field of educational programs and corporate management to the university administration;
 4. To attract foreign specialists to the Board of Trustees.
 Student community

INDICATORS	2020	2022
F. 11-incoming exchange students	there is no data	Leader in Asia
F. 12-Enrollment of International Students	there is no data	9%

0.4.3 Strengthening the international dimension of the learning environment and multilingual and intercultural policies



Policy oversight: rector

Research and innovation
 Work at Osh State University:
 1. Development of the professional community;
 2. Multilingual and intercultural environment.

INDICATORS	2020	2022
F.13 - Graduates (within or one year later) of at least 12 ECTS credits earned abroad	there is no data	15%
F.14 - Graduates	there is no data	Leader in Asia
F. 15- Number of professors from international research institutions	there is no data	300

0.4.4 Promote international strategic agreements and partnerships in the learning environment

Policy oversight: rector



The international cooperation:
 1. Expand international partnership networks;
 2. International mobility;
 3. Internationalization.

INDICATORS	2020	2022
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F.16 - Number of international agreements in force	there is no data	25
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0.5 STUDENTS

0.5 Maintain a policy of access to higher education and improve student services

Objects	Events
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0.5.1 Modernize services designed to provide optimal learning and living conditions for students

Policy Oversight: Vice-Rector for the State Language



Digital transformation in education:
 1. Develop an accessible website in Russian, English and Kyrgyz languages;
 2. Launch the digital registrar office single window service.
 New pedagogical and research initiatives:
 1. Create conditions for free expression of students' views.
 Building:
 1. Cinema for the Kurmanzhan Datka campus;
 2. Repair of housing complexes.
 Student communities:
 1. Create a student union with representatives of foreign students;
 2. Protecting the interests and needs of students;
 3. University, club and amateur sports for all students;
 4. Launch a medical clinic.

INDICATORS

F.17 - Cost of resources to be rewarded
 F. 18- Initiatives for the benefit of students
 F.19 - Proportion of students satisfied with the university infrastructure

2020

there is no data
 there is no data
 there is no data

2022

1.2 million soms
 50%
 85%

0.5.2 Promote the education of disadvantaged students by joining coordinated actions with local institutions and communities regarding the right to access higher education

Policy Oversight: Vice-Rector for the State Language



Right of access to higher education:
 1. Creation of a public fund "Scholarship program of Osh State University";
 2. Collaboration with financial institutions for the "Education Loan" program.
 Social engagement:
 1. Gender equality;
 2. Subsidize school education;
 3. Elimination of social inequality in the student community;
 4. Eliminate discriminatory practices based on age, sex, disability, race, ethnicity, origin, religion and economic or other status.

INDICATORS

F.20 - The capita value of resources allocated to students based on their economic condition and talent

2020

there is no data

2022

40,000 soms / person

0.5.3 Improve career guidance for incoming, teaching and leaving students, taking into account their specific needs

Policy Oversight: Vice-Rector for the State Language



Right of access to higher education:
 1. Allocation of a scholarship from the public fund "Scholarship program of Osh State University" to pay for part and the full cost of training.
 Interdisciplinary competencies
 Student community:
 1. Allocation of a grant from the public fund "Research and Investment" for startups.
 Entrepreneurship

INDICATORS

2020

2022

F.21 - Number of firms involved in workplace satisfaction initiatives	there is no data	128
F.22 - Students drop out before the end of their second year	there is no data	<10%

0.5.4 Promote greater student involvement in academic life



Policy Oversight: Vice-Rector for the State Language

Social engagement
Student community:
1. Openness to the creation of numerous student organizations;
2. Protecting the interests and needs of students;
3. Recreational sports;
4. Art;
5. Education abroad;
6. Internships and student vacancies;
7. Volunteer opportunities;
8. Athletics and recreation.

INDICATORS	2020	2022
F.23 - Student participation in academic bodies and joint committees	there is no data	For consideration

0.6 INNOVATION

0.6 Improve the transfer of technology and knowledge in favor of the socio-economic structure of society

Objects	Events
---------	--------

0.6.1 Strengthen social and economic impact at the regional, national and international levels through entrepreneurial projects and business initiatives of the university

Policy Oversight: Entrepreneurship Delegate



Entrepreneurship:
1. Creation of a high-tech park;
2. Commissioning of a medical clinic;
3. Creation of the public fund "Center for Law and Democracy";
4. Modernization of the gardening economy for the development of agricultural science;
5. Creation of the Scientific and design industrial complex of light industry;
6. Creation of the Scientific and cultural production complex of theater, art, design, advertising, sound recording and video editing;
7. Creation of the Research and Design Center for Architecture and Construction.
Territorial integration with manufacturing companies and universities
The international cooperation
Industrial research

INDICATORS	2020	2022
T.01- Number of patents, trademarks, varieties of vegetables and computer applications	there is no data	50
T.02 - Number of accredited / active spin-offs and startups	there is no data	>35
T.03 - Turnover by order of commercial and scientific activities	there is no data	there is no data

0.6.2 Qualify and improve vocational training and continuing education programs

Policy Oversight: Entrepreneurship Delegate



Building a network of alumni as ambassadors for peace and a fund of contacts for projects and exchange of experiences.
Postgraduate studies

INDICATORS	2020	2022
T.04 - Number of students involved in vocational training and continuing education programs	there is no data	>2000

0.6.3 Strengthen cooperation for economic, social and

Development of cooperation

cultural development
Policy oversight: rector



INDICATORS

T.05 - Number of development cooperation projects

2020

there is no data

2022

40

0.7 SPREAD

0.7 Popularization of scientific and cultural activities

Objects

0.7.1 Qualify and strengthen ties with museums, as well as public and private promotion of culture in various disciplinary fields (cultural values, bio-anthropological, scientific and technical, etc.).

Policy oversight: Delegate



Events

Social engagement:

1. University traditions;
2. Promotion of cultural events.

Research and innovation:

1. Library facilities;
2. Museum system;
3. Collaboration with other libraries and museums.

INDICATORS

T.06 - Progress made in implementing relevant measures

2020

there is no data

2022

there is no data

0.7.2 To involve teachers, students, administrative and technical personnel in the creation and implementation of scientific, popularization and cultural and educational initiatives, as well as in the joint production of knowledge, not least for the younger strata of the school age population.

Policy Oversight: Delegate for Cultural Initiatives



Digital transformation:

1. Communication.

Research and innovation:

1. Dissemination of scientific research and popularization of science.

Social engagement:

1. Traditions of culture;
2. Promotion of cultural advancements for schoolchildren.

INDICATORS

T.07 - Number of events recorded by the university

2020

there is no data

2022

>500

0.7.3 To contribute to the formation of a fund of professional knowledge of our graduates and staff, to develop networks and synergies between the university and society.

Policy Oversight: Delegate for Cultural Initiatives



Graduates:

1. Creation of a network of university graduates.

Social engagement:

1. Cooperation with other universities;
2. Cooperation with state and municipal authorities;
3. Cooperation with the business sector;
4. Cooperation with non-governmental organizations;

Digital transformation:

1. Availability of the site.
2. Modernization of the archive into an electronic archive.

Building:

1. Construction of a new data server "Electronic Archive".

INDICATORS

T.08 - Progress made in implementing relevant measures

2020

there is no data

2022

there is no data

0.8 УСТОЙЧИВОСТЬ

UN Sustainable Development Goals

Geographic strategies:

1. Promoting community development through action in specific geographic or disciplinary areas to maintain and renew alumni participation in university life and create a network that can help the university achieve its goals.

O.8. Encourage initiatives to improve social, financial and environmental sustainability

Objects

O.8.1 Balance of financial flows, availability of funds that allow the university to maintain its activities for a certain period of time, including servicing received loans and manufacturing products.

Policy Oversight: Chairman of the Finance Committee



Events

Stability:

1. Practice an independent audit of financial reporting, information security and educational programs;
2. Develop the activities of the Internal Audit and Risk Management Service;
3. Adoption of the University's Accounting Policy;
4. Adoption of the Investment Policy of the University;
1. Introduce the International Public Sector Financial Reporting Standard;
2. Bringing the staff and organizational structure to the standard staff approved by the Government of the Kyrgyz Republic;
3. Approve the financial plan, taking into account the optimization in the framework of mitigating the consequences of the pandemic;
4. Carry out optimization of bureaucratic business processes;
5. Each structural unit must develop a business plan and the position of the structural unit.

INDICATORS

T.09 - Coefficient of autonomy
T.10- Financial leverage ratio
T.11 - Coefficient of provision of own working capital
T.12 -Coefficient of coverage of investments
T.13 - Coefficient of maneuverability of net asset
T.14 -Property mobility coefficient
T.15 -Coefficient of mobility of working capital
T.16-Coefficient of safety of reserves
T.17-Ratio of short-term debt

2020

there is no data
there is no data
there is no data
there is no data
there is no data
there is no data
there is no data
there is no data
there is no data

2022

>0,5
there is no data
>0,1
>0,7
there is no data
there is no data
there is no data
>0,5
there is no data

O.8.2 Financial assistance for studying at Osh State University



Policy Oversight: Chairman of the Finance Committee

Stability:

1. Organization of the public fund "Scholarship program of Osh State University";
2. Organization of the Public Foundation "Research and Innovation".

INDICATORS

T.18 Allocated funds for bachelor and master students on the Osh State University scholarship program
T.19 Allocated funds for PhD students, postgraduate students under the Osh State University program "Research and Innovation" (fellowship)

2020

there is no data
there is no data

2022

>200 million soms
>200 million soms

O.8.3 Promote social sustainability of the university community and wider communities in general.

Policy Oversight: Delegate for Cultural Initiatives



Student community:

1. Adopt regulations on the student union and student groups;
 2. Adopt instruction on student behavior.
- Work at Osh State University:
1. Information security policy;
 2. Quality policy;
 3. Adopt internal labor regulations;
 4. Adopt a document on performance

		evaluation criteria, etc.	
INDICATORS	2020	2022	
T.20 - Progress in implementing relevant measures	there is no data	there is no data	
0.8.4 Qualification of the environmental sustainability of the university infrastructure	Stability:		
 11 SUSTAINABLE CITIES AND COMMUNITIES	1. Inspection;		
	2. Compliance with building codes and regulations approved by the Government of the Kyrgyz Republic;		
Policy oversight: Delegate for Sanitary and Epidemiological Compliance		3. Compliance with sanitary and epidemiological standards, approved by the Government of the Kyrgyz Republic.	
INDICATORS	2020	2022	
T.20 - Progress in implementing relevant measures	there is no data	there is no data	

ACHIEVEMENTS

ACHIEVEMENTS | UNIVERSITY 3.0

The result of the implementation of the strategic plan to mitigate the consequences of the COVID-19 pandemic should be achievable indicators that would meet the criteria of the International University Ranking System for entering the TOP-829:

Academic performance	Research indicators
Academic staff for students	Number of citations per academic and research fellow
Academic staff for bachelor's degree	Doctoral degrees per PhD accepted
Academic staff with advanced degrees, including PhD	Normalized citations
Academic staff with advanced degrees, including PhD for bachelor's degree	Number of articles per academic and research worker
Academic reputation	Research reputation

Indicators of international diversity	Financial soundness indicators
International faculty	Institutional income per teacher
Foreign students	Institutional income per student
International works of authorship	Research Income Item (million)
International reputation	Research income per faculty member
International level	Research income per institutional income

The main achievement of the strategic plan should be fundamental organizational changes for the transformation into a III-generation University. Osh State University is University 2.0, that is, a classical university, but in order to enter the TOP-829 it is necessary to transform into University 3.0., Also laying the foundation for University 4.0. Universities 3.0 are networked universities that partner with companies from various industries, non-governmental research and development organizations, consulting companies, investors, and other universities.

Key features of University 3.0:

1. Basic research;
2. Interdisciplinarity;
3. Close cooperation with industrial companies, commercial organizations;
4. The third generation university is an open university;
5. The scope of the activity;
6. Creativity (design, engineering, etc.);
7. Foreign languages;
8. Production and commercialization;
9. Decentralization.

ACHIEVEMENTS

LEGAL BASIS

WEB ACCESSIBILITY POLICY

Website accessibility is a comprehensive practice to remove barriers to access to information and website functionality. An online document or tool is available when it is easy for everyone to understand and use, regardless of the browser or adaptive hardware they are using. The website provides a central location for guidelines, textbooks, and services available to the University 3.0 community.

ACCOUNTING POLICIES

Accounting is a system for collecting, measuring by registering data, processing and transmitting information about assets, liabilities, equity, income and expenses of the University 3.0, through financial reports for making informed decisions.

The unified methodological basis for accounting and financial reporting, used by budgetary institutions in the territory of the Kyrgyz Republic, is the International Financial Reporting Standards for the Public Sector (hereinafter referred to as OS IFRS), developed by the OS IFRS Council under the International Federation of Accountants.

The main tasks of accounting are:

- systematic formation of complete and reliable information about the activities of the University 3.0 and bringing it to internal and external users of financial statements;
- preparation of financial statements in accordance with the requirements of the Law of the Kyrgyz Republic "On Accounting" and IFRS, in force at the time of preparation of financial statements;
- provision of information for the preparation of other types of reporting provided for by the legislation of the Kyrgyz Republic;

- providing information to monitor compliance with the legislation of the Kyrgyz Republic in the implementation of business transactions.

Internal users of information about the results generated in the accounting system are managers, participants and owners of the University 3.0.

External users are persons who have any need to use financial information about the University 3.0, including investors, creditors, government agencies.

ACADEMIC POLICY

Academic rules and procedures allow students to clearly understand their rights and responsibilities. They protect the integrity of University 3.0 and provide fair and transparent guidelines for campus teaching and learning activities.

University 3.0 students are expected to familiarize themselves with all academic rules.

University 3.0 values the principles of academic integrity. Maintaining academic integrity includes:

- Create and express your own ideas and work.
- Correctly quote and refer to other people's ideas and work, giving them credit.
- Seeking appropriate, approved assistance from external sources or individuals (eg teachers).
- recognition of cooperation.
- Speak honestly during exams, avoiding collusion, collaboration, and / or the use of unauthorized resources.

Academic freedom

• It is University 3.0 policy that, in the context of academic discussions and assignments, students are free to express their own views or opinions on material issues. We cannot punish or censor students for dissent or conflicting views.

Academic support and advice

University 3.0 helps students at every stage of their progress:

1. Academic advisors:

Academic Advisors are the link between the student and University 3.0. They perform various functions, such as facilitating the study of subject matter, evaluating assignments, providing motivation and reward, and supervising research work.

2. Learning management system:

Learning Management System is also known as LMS. The University's Learning Management System 3.0 is a vast repository where information can be stored and tracked. Anyone with a username and password can access these learning resources online anytime, anywhere.

3. Student forums:

Students can create forums on the oshsu.kg website with other students to clear up their doubts and have healthy discussions on the matter. These forums are specialization specific. University 3.0 will also encourage students to create their own support groups.

4. Classroom lessons:

University 3.0 conducts classes for students on its campuses. Schedule of work, which will be published on the site. University 3.0 also has Learning Support Centers for those students who prefer classroom instruction and program guidance.

INFORMATION SECURITY POLICY

The conceptual scheme of information security of the University 3.0 is aimed at protecting its information assets from threats emanating from illegal actions of intruders, reducing risks and reducing potential harm from accidents, unintentional erroneous actions of personnel, technical failures, incorrect technological and organizational solutions in the processes of processing, transmission and storage of information and ensuring the normal functioning of technological processes.

Its own staff have the greatest potential to harm the university. An external attacker is most likely to have an associate within the university.

University Information Security Policy 3.0 aims to ensure the following rights of citizens:

- Everyone has the right to inviolability of private life, to the protection of honor and dignity;
- Everyone has the right to privacy of correspondence, telephone and other negotiations, postal, telegraphic, electronic and other messages. The limitation of these rights is allowed only in accordance with the law and solely on the basis of a judicial act.
- It is not allowed to collect, store, use and distribute confidential information, information about a person's private life without his consent, except in cases established by law.
- Everyone is guaranteed protection, including judicial protection, from unlawful collection, storage, dissemination of confidential information and information about a person's private life, and also guaranteed the right to compensation for material and moral harm caused by illegal actions.

INVESTMENT POLICY

This investment policy applies to the investment and use of endowment funds that have been continuously provided to University 3.0 for both specific and general purposes.

This policy also applies to any other investment assets that University 3.0 may acquire.

This policy aims to maximize the return on investment assets controlled by University 3.0, while limiting the exposure risk of University 3.0 to an acceptable level. In line with the university's risk appetite, this investment policy aims to balance low and medium risk capital with the need to generate sufficient income to meet the specific objectives for which funding has been provided, both for current purposes and in the future.

The overall goal is for University 3.0 to be able to fulfill the endowment objectives in the future in accordance with the original intentions of donors.

The Finance Committee oversees and advises the Board of Trustees of the institution's funds and funds, including on the appointment and operation of investment advisors.

The terms of reference of the Finance Committee are agreed by the Board of Trustees.

QUALITY POLICY

University 3.0 is committed to achieving global standards of excellence in science, technology, management and related fields by disseminating knowledge through cutting edge research, education and innovation. University 3.0 will apply best practices to maintain high standards in core and related functions by continually evaluating and improving our processes.

Quality objectives

- Produce highly skilled, analytical and experienced technocrats.
- Develop a new knowledge base for research and innovation.
 - Develop scientific and industrial relations to meet the technological needs of humanity in the current and future perspective.
 - Develop human potential with analytical ability, ethics, social values and honesty.

- Assessment and provision of environmentally friendly, smart and sustainable technologies to meet local and global needs.
- Act as an intermediary in product development, technology transfer and entrepreneurship.
- To develop and instill knowledge, skills and the right attitude with responsibility, dedication, professionalism, moral and ethical standards among all campus residents.
- Creation of centers of excellence in new fields of science, technology, technology, management and related fields.

ACHIEVEMENTS

INDUSTRY 4.0

The post-crisis period brings with it several prerequisites for social stratification. The emergence of robotic solutions to a variety of tasks will lead to a decrease in the value of low- and medium-skilled labor. This can undermine the material wealth of the large middle class, which limits the opportunities for its representatives to invest in their own human capital. Without the development of human capital, formidable barriers are created for a person to enter the market of highly qualified labor, as a result of which his work continues to be poorly paid, and the person is deprived of the opportunity to fix it.

University 3.0 will be the main catalyst for the birth of the prerequisites for the Fourth Industrial Revolution in the Kyrgyz Republic. University 3.0 to introduce cyber-physical production systems into its business process:



1. Artificial intelligence, machine learning and robotization;
2. Modeling;
3. Internet of Things;
4. Three-dimensional printing;
5. Cybersecurity;
6. Integration system;
7. Big data;
8. Additive manufacturing;
9. Quantum (cloud) computing.

University 3.0. will begin to train interdisciplinary (hybrid) specialists for Industry 4.0 who are able to set a task, break it into pieces, and attract the right specialists for the task. These are broad-based specialists. People who know a lot, albeit shallowly about everything. So, physicians, having learned to program, can achieve great success in telemedicine.

In the 90s-2000s, University 2.0 tried to implement an interdisciplinary approach in the training of such specialists. For example, an economist-programmer-mathematician. Graduates of this direction successfully work in Industry 4.0.

TERMS AND DEFINITIONS

A pandemic is an unusually strong epidemic that has spread across countries, continents; the highest degree of development of the epidemic process

COVID-19 - a potentially severe acute respiratory infection caused by the SARS-CoV-2 coronavirus (2019-nCoV)

ECTS - European Credit and Evaluation System

VQR - Study Quality Assessment

VRA - Research Assessment

Osh State University - Osh State University

University - Osh State University

University 2.0. - Osh State University engaged in education and research.

University 3.0.- Osh State University engaged in education, research, economic benefit.

Industry 4.0 - The Fourth Industrial Revolution

EAEU - Eurasian Economic Union

