



STRATEGIC DEVELOPMENT PLAN 2022-2027

Transformation into a New-Generation Smart University

Prepared pursuant to Resolution of the President of the Republic of Uzbekistan

No. PP-330 dated 23 July 2022

EDUCATION Quality, integrity and individual learning pathways	RESEARCH Policy-relevant knowledge and international impact	TRANSFORMATION Digital governance, infrastructure and global reputation
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TASHKENT · 2022

A concise institutional plan aligned with PP-330 and the approved transformation targets.

UNIVERSITY VISION

A globally recognized center of academic excellence and diplomatic leadership in international economy, international relations and international law. UWED shapes future leaders and experts who drive innovation, foster international cooperation and contribute to global peace and prosperity while advancing Uzbekistan's standing on the global stage.

LEGAL BASIS AND SCOPE

This plan operationalises Resolution No. PP-330 of 23 July 2022 and consolidates the approved transformation, infrastructure and target-indicator programmes into one institutional framework through 2027.

2027 APPROACH

The statutory numerical targets remain those established through 2026. The year 2027 is dedicated to consolidation, external evaluation, institutionalisation of successful reforms and preparation of the 2027-2030 strategic cycle.

[Official legal source: lex.uz/en/docs/6127915](https://lex.uz/en/docs/6127915)

MISSION

UWED's mission is to educate and develop highly qualified professionals in international economics, international relations and international law through high-quality, practice-oriented education grounded in international best practices and innovative teaching.

The University equips students with advanced analytical capabilities, applied skills and a strong sense of professional ethics and civic responsibility. It prepares graduates for effective professional practice in diplomacy and economic diplomacy, international economic relations and global trade, legal practice and public administration, contributing to Uzbekistan's foreign policy priorities and sustainable international development.

UWED serves as a platform for lifelong learning and professional development, strengthening the country's pool of qualified specialists for ministries and agencies, the private sector and international organisations. The University advances fundamental and applied research that supports evidence-informed decision-making and global scholarship, while expanding substantive international academic cooperation and partnerships.

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STRATEGIC FOUNDATIONS

CORE VALUES AND STRATEGIC ARCHITECTURE

The values define how UWED works; the strategic directions define where institutional effort is concentrated.

<p>ACADEMIC EXCELLENCE Highest standards in education and research, outstanding learning quality and strong student achievement.</p>	<p>LEADERSHIP AND PROFESSIONALISM Leadership qualities and professional standards that prepare graduates to lead positive change.</p>	<p>INTERNATIONAL COOPERATION Global partnerships, intercultural understanding and effective international engagement.</p>	<p>INNOVATION AND CRITICAL THINKING Modern problem-solving, creativity, analytical judgement and lifelong learning.</p>
<p>SUSTAINABILITY AND THE SDGS Integration of sustainability into education, research, governance and responsible decision-making.</p>	<p>INTEGRITY AND ETHICS Honesty, academic integrity, fairness, trust and ethical conduct across all activities.</p>	<p>SOCIAL RESPONSIBILITY Service to Uzbekistan and the global community, with knowledge applied for the public good.</p>	

SEVEN STRATEGIC DIRECTIONS

<p>01 Governance & Smart University</p>	<p>02 Academic Excellence & Quality</p>	<p>03 Internationalisation, Rankings & Brand</p>	<p>04 Research, Innovation & Policy Impact</p>	<p>05 Diplomatic Education Ecosystem</p>	<p>06 Students, Careers & Inclusion</p>	<p>07 Infrastructure & Sustainability</p>
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STRATEGIC DIRECTION 1

GOVERNANCE, TRANSFORMATION AND SMART UNIVERSITY

Build an agile, accountable and digitally managed institution with a unified transformation architecture.

STRATEGIC OBJECTIVE

Institutionalise the Smart University model by integrating strategic governance, digital academic management, performance accountability, academic integrity and paperless processes.

<p>STRATEGY AND ACCOUNTABILITY Maintain the Transformation Office as the central coordination unit; link strategy, annual planning, budgeting, risk management and quarterly performance review.</p>	<p>DIGITAL GOVERNANCE Digitalise academic administration, research management, student services, extracurricular activity and institutional document flow through integrated systems and dashboards.</p>	<p>SMART LEARNING ECOSYSTEM Provide digital curricula, textbooks, research outputs, multimedia resources and recorded lectures; introduce individual learning pathways and prerequisite-based course sequencing.</p>
<p>INTEGRITY AND RESPONSIBLE AI Strengthen anti-plagiarism, transparent assessment, data governance, cybersecurity and responsible use of artificial intelligence in teaching, research and administration.</p>	<p>ORGANISATIONAL EFFECTIVENESS Review structures, statutes, regulations and business processes using relevant international models; clarify mandates and reduce duplication and administrative delay.</p>	<p>PERFORMANCE CULTURE Apply KPI-based management for leadership, departments and structural units, supported by annual scorecards and evidence-based reporting.</p>

MEASURES OF SUCCESS

<p>Annual transformation programme and unit scorecards</p>	<p>Quarterly management performance reviews</p>	<p>Integrated academic and administrative information systems</p>	<p>2027 final review and next-cycle design</p>
<p>LEAD OWNERS Rectorate · Transformation Office · IT · Academic Affairs · Research Office · Quality Assurance · HR · Finance</p>			

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STRATEGIC DIRECTION 2

ACADEMIC EXCELLENCE AND QUALITY ASSURANCE

Modernise programmes, strengthen teaching quality and align education with professional standards and international accreditation.

STRATEGIC OBJECTIVE

Deliver high-quality, research-informed and internationally comparable programmes that prepare graduates for diplomacy, public administration, international business and law.

<p>CURRICULUM RELEVANCE</p> <p>Revise qualification requirements, curricula and syllabi with ministries, employers and professional stakeholders, ensuring alignment with occupational profiles and national priorities.</p>	<p>MODERN PEDAGOGY</p> <p>Expand student-centred, research-informed and practice-oriented teaching through simulations, case studies, policy analysis, authentic assessment and digital learning.</p>	<p>QUALITY ASSURANCE</p> <p>Embed a complete quality cycle covering programme design, delivery, student feedback, review, corrective action and public information.</p>
<p>INTERNATIONAL ACCREDITATION</p> <p>Complete international accreditation of at least two bachelor's and three master's programmes and institutionalise follow-up actions.</p>	<p>FACULTY DEVELOPMENT</p> <p>Attract 10-20 professors annually from top-1000 universities and send at least 10 faculty members, doctoral candidates and master's students annually for international training and internships.</p>	<p>LANGUAGE AND LEARNING RESOURCES</p> <p>Increase foreign-language delivery, strengthen recognised language certification and publish updated textbooks and academic literature in Uzbek, Russian and English.</p>

MEASURES OF SUCCESS

<p>60% faculty holding an academic degree by 2026</p>	<p>40% specialised courses in foreign languages by 2026</p>	<p>2 BA + 3 MA internationally accredited programmes</p>	<p>5 joint programmes with top-500 universities by 2026</p>
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LEAD OWNERS

Academic Affairs · Quality Assurance · Schools and Departments · International Cooperation · Academic Council · Publishing

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STRATEGIC DIRECTION 3

INTERNATIONALISATION, GLOBAL RANKINGS AND UNIVERSITY BRAND

Strengthen UWED's global visibility, academic partnerships and international competitiveness.

STRATEGIC OBJECTIVE

Secure recognised international positioning through stronger academic reputation, mobility, partnerships, communications and performance against QS and Times Higher Education indicators.

<p>RANKINGS GOVERNANCE Maintain an annual QS and THE action plan with gap analysis, evidence register, indicator owners, data verification and monitored improvement measures.</p>	<p>STRATEGIC PARTNERSHIPS Develop active education and research partnerships with top-500 universities, including joint programmes, shared curricula, visiting faculty and collaborative projects.</p>	<p>MOBILITY AND GLOBAL EXPOSURE Expand incoming and outgoing mobility, summer schools, conference participation, international projects and cooperation with Uzbekistan's diplomatic missions abroad.</p>
<p>INTERNATIONAL RECRUITMENT Increase international student enrolment through market analysis, targeted recruitment, English-medium programmes and responsive student services.</p>	<p>BRAND AND PUBLIC EVIDENCE Implement a multilingual international marketing programme, strengthen the official website and publish verified evidence on quality, research, sustainability and student outcomes.</p>	<p>REPUTATION NETWORKS Mobilise alumni, employers, academic partners and diplomatic stakeholders as contributors to reputation, partnerships, mentoring and graduate opportunity.</p>

MEASURES OF SUCCESS

<p>By 2025 inclusion in a recognised subject, regional or thematic ranking</p>	<p>120 international students by 2026</p>	<p>60 students participating in exchange by 2026</p>	<p>12 international projects by 2026</p>
<p>LEAD OWNERS Rectorate · Transformation Office · International Cooperation · Admissions · Communications · Career and Alumni Office</p>			

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STRATEGIC DIRECTION 4

RESEARCH, INNOVATION AND POLICY IMPACT

Develop UWED as the country's leading centre for international, regional, economic and legal research.

STRATEGIC OBJECTIVE

Increase the quality, international visibility and policy relevance of research while building sustainable funding, publishing and commercialisation mechanisms.

<p>POLICY RESEARCH LEADERSHIP Strengthen the Institute for Advanced International Studies and align departmental research agendas with priority issues in foreign policy, world economy, international law and sustainable development.</p>	<p>RESEARCH QUALITY Increase high-quality publications in Scopus and Web of Science, international co-authorship, Q1/Q2 output, citation impact and responsible research practice.</p>	<p>DOCTORAL PIPELINE Expand PhD and DSc preparation, international doctoral placements, research mentoring, methods training and support for early-career researchers.</p>
<p>SCHOLARLY PUBLISHING Develop the journal “International Relations: Politics, Economics, Law” through professional editorial governance, international authorship and progress toward Scopus/Web of Science indexing.</p>	<p>FUNDING AND PARTNERSHIPS Build a grant pipeline, commissioned research portfolio and international consortia; reward researchers who secure external funding and demonstrable policy impact.</p>	<p>KNOWLEDGE EXCHANGE Develop consultancy, commercialisation and expert-analytical services; expand international databases and the electronic repository of theses, dissertations and research outputs.</p>

MEASURES OF SUCCESS

<p>1.8 Scopus/WoS publications per faculty member by 2026</p>	<p>30% international co-authorship and Q1/Q2 share</p>	<p>UZS 6 bn research funding attracted by 2026</p>	<p>32 defended PhD/DSc dissertations by 2026</p>
<p>LEAD OWNERS Research Office · IAIS · Doctoral School · Journal Editorial Office · Departments · Library · Finance</p>			

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STRATEGIC DIRECTION 5

DIPLOMATIC EDUCATION AND INSTITUTIONAL ECOSYSTEM

Integrate the Diplomatic Academy, research institute, academic journal and academic lyceum into one national talent-development system.

STRATEGIC OBJECTIVE

Establish a continuous pipeline for selecting, educating, retraining and developing diplomatic and internationally oriented professionals for Uzbekistan.

<p>DIPLOMATIC ACADEMY Develop competency-based master’s, postgraduate, retraining and advanced professional development programmes for senior diplomats, leadership reserves, public officials and sector specialists.</p>	<p>PRACTICE-INTEGRATED LEARNING Combine professional standards, applied assessment, simulations, mentoring and real policy challenges; provide pre-departure training on protocol, etiquette and host-country context.</p>	<p>INTERNATIONAL ACADEMY PARTNERSHIPS Establish long-term cooperation with leading foreign diplomatic academies and specialised institutions through joint curricula, visiting experts and certification opportunities.</p>
<p>ANALYTICAL ECOSYSTEM Strengthen IAIS and its specialised centres to provide systematic research, forecasting and analytical recommendations for foreign policy and foreign economic decision-making.</p>	<p>PUBLISHING AND EXPERTISE Use the University journal and expert platforms to disseminate authoritative scholarship and provide contract-based analytical, consulting and training services.</p>	<p>CONTINUOUS TALENT PATHWAY Coordinate Academic Lyceum curricula, admission parameters and talent development with UWED’s undergraduate, graduate and professional education system.</p>

MEASURES OF SUCCESS

<p>Integrated education, research, analysis and professional development ecosystem</p>	<p>Regular short- and long-term programmes for public institutions</p>	<p>Joint projects with foreign diplomatic academies</p>	<p>Evidence-based policy briefs, forecasts and expert services</p>
<p>LEAD OWNERS Diplomatic Academy · Ministry of Foreign Affairs · IAIS · International Cooperation · Academic Lyceum · Journal Editorial Office</p>			

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STRATEGIC DIRECTION 6

STUDENTS, CAREERS, INCLUSION AND YOUTH DEVELOPMENT

Support student success, professional readiness, mobility, wellbeing and active participation in university life.

STRATEGIC OBJECTIVE

Provide an inclusive, practice-oriented and internationally connected student experience that supports academic achievement, employment and civic responsibility.

<p>CAREER READINESS</p> <p>Expand internships and practical training in ministries, public agencies, diplomatic missions, international organisations, enterprises, law firms and consulting organisations.</p>	<p>EMPLOYER ENGAGEMENT</p> <p>Engage employers in curriculum development, placements, vacancy partnerships, mentoring and assessment of graduate competencies.</p>	<p>INTERNATIONAL STUDENT EXPERIENCE</p> <p>Expand internal and international mobility, summer schools, global projects, conferences and student research opportunities.</p>
<p>INCLUSIVE ENVIRONMENT</p> <p>Provide accessible academic, digital and physical conditions for students with disabilities, confidential support channels and barrier-reporting mechanisms.</p>	<p>LEADERSHIP AND COMMUNITY</p> <p>Strengthen student clubs, culture, sport, IT literacy, reading, healthy lifestyles, competitions and civic leadership under the Five Important Initiatives framework.</p>	<p>STUDENT VOICE AND ALUMNI</p> <p>Institutionalise satisfaction surveys, representative student participation in quality assurance and lifelong alumni engagement through mentoring, internships and partnerships.</p>

MEASURES OF SUCCESS

<p>All programmes structured practice placements and employment support</p>	<p>180 student publications by 2026</p>	<p>Annual student satisfaction and improvement reporting</p>	<p>Accessible learning materials, services and campus environment</p>
<p>LEAD OWNERS Student Affairs · Career and Alumni Office · Youth Affairs · International Cooperation · Quality Assurance · Schools</p>			

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STRATEGIC DIRECTION 7

INFRASTRUCTURE, DIGITAL RESOURCES AND FINANCIAL SUSTAINABILITY

Provide the physical, digital and financial foundations required for a modern Smart University.

STRATEGIC OBJECTIVE

Modernise the campus and learning resources, ensure reliable digital access, strengthen institutional communications and diversify sustainable sources of income.

<p>DIGITAL INFRASTRUCTURE</p> <p>Maintain high-speed connectivity of at least 400 Mbps, free campus Wi-Fi, secure digital access, cybersecurity and reliable support for academic and administrative systems.</p>	<p>LIBRARY TRANSFORMATION</p> <p>Implement RFID, electronic catalogues, secure collections, improved storage, multilingual acquisitions, international database access and searchable repositories.</p>	<p>LEARNING AND RESEARCH SPACES</p> <p>Upgrade classrooms, common learning areas, the Diplomatic Academy, research centres and specialised facilities, with maintenance and utilisation plans.</p>
<p>PUBLISHING CAPACITY</p> <p>Maintain full-cycle digital printing and electronic publishing for textbooks, journals, analytical reports and multilingual institutional materials.</p>	<p>INSTITUTIONAL VISIBILITY</p> <p>Strengthen the multilingual website, evidence-based public reporting and a consistent international marketing strategy.</p>	<p>FINANCIAL RESILIENCE</p> <p>Diversify income through contract education, executive training, consulting, commissioned research, grants, publishing and partnerships; link budgets to strategic outcomes.</p>

MEASURES OF SUCCESS

<p>400 Mbps</p> <p>minimum internet connectivity</p>	<p>8</p> <p>international research databases by 2026</p>	<p>450</p> <p>electronic textbooks by 2026</p>	<p>250</p> <p>dissertations in the repository by 2026</p>
<p>LEAD OWNERS</p> <p>Infrastructure · IT · Library · Finance · Publishing · Communications · Diplomatic Academy · IAIS</p>			

Translate strategy into annual action plans, measurable targets, accountable ownership and evidence-based review.

IMPLEMENTATION ROADMAP

PHASE I 2022-2023	PHASE II 2024-2025	PHASE III 2026	PHASE IV 2027
Institutional setup and infrastructure Transformation Office, Smart University foundations, Diplomatic Academy, IAIS, digital and physical modernisation.	Quality and acceleration Accreditation preparation, joint programmes, research capacity, rankings, academic integrity and external partnerships.	Achievement of PP-330 targets Completion and verification of Annex 3 indicators and corrective action for remaining gaps.	Consolidation and transition External evaluation, institutionalisation of reforms, final report and preparation of the 2027-2030 plan.

GOVERNANCE AND REPORTING CYCLE

01	02	03	04	05
Strategic oversight Supervisory Board and Rectorate approve priorities, targets and resources.	Coordination Transformation Office consolidates plans, evidence, risks and performance data.	Delivery Responsible units implement annual action plans with budgets, milestones and owners.	Review Quarterly management review and annual reporting to the Supervisory Board and Academic Council.	Improvement Corrective actions, resource reallocation and lessons transferred to the 2027-2030 plan.

Status: Institutional draft for review and approval in accordance with UWED governance procedures.

The 2026 statutory targets form the evidence base for the 2027 consolidation and evaluation year.

RESEARCH VISIBILITY			INTERNATIONALISATION		
Indicator	Baseline	2026 target	Indicator	Baseline	2026 target
Scopus/WoS publications per faculty member	0.08	1.8	International students	36	120
Internationally co-authored indexed articles	-	30%	Visiting professors from top-1000 universities	2	20 annually
Q1/Q2 share of indexed publications	-	30%	Joint programmes with top-500 universities	0	5
Faculty with h-index of 5 or higher	1.47%	20%	Students participating in exchange	0	60
ACADEMIC CAPACITY			RESOURCES AND IMPACT		
Indicator	Baseline	2026 target	Indicator	Baseline	2026 target
Academic staff holding degrees	41%	60%	International research databases	2	8
Foreign-language specialised courses	12%	40%	Research funding attracted	UZS 2.3 bn	UZS 6 bn
Faculty with recognised language certification	13%	55%	Electronic textbooks	250	450
International accreditation	0	2 BA + 3 MA	Dissertations in repository	35	250

2027 STRATEGIC POSITION

In 2027 UWED will verify the quality and sustainability of achieved results, institutionalise effective practices, close remaining gaps and transfer evidence-based priorities into the Strategic Plan 2027-2030.