

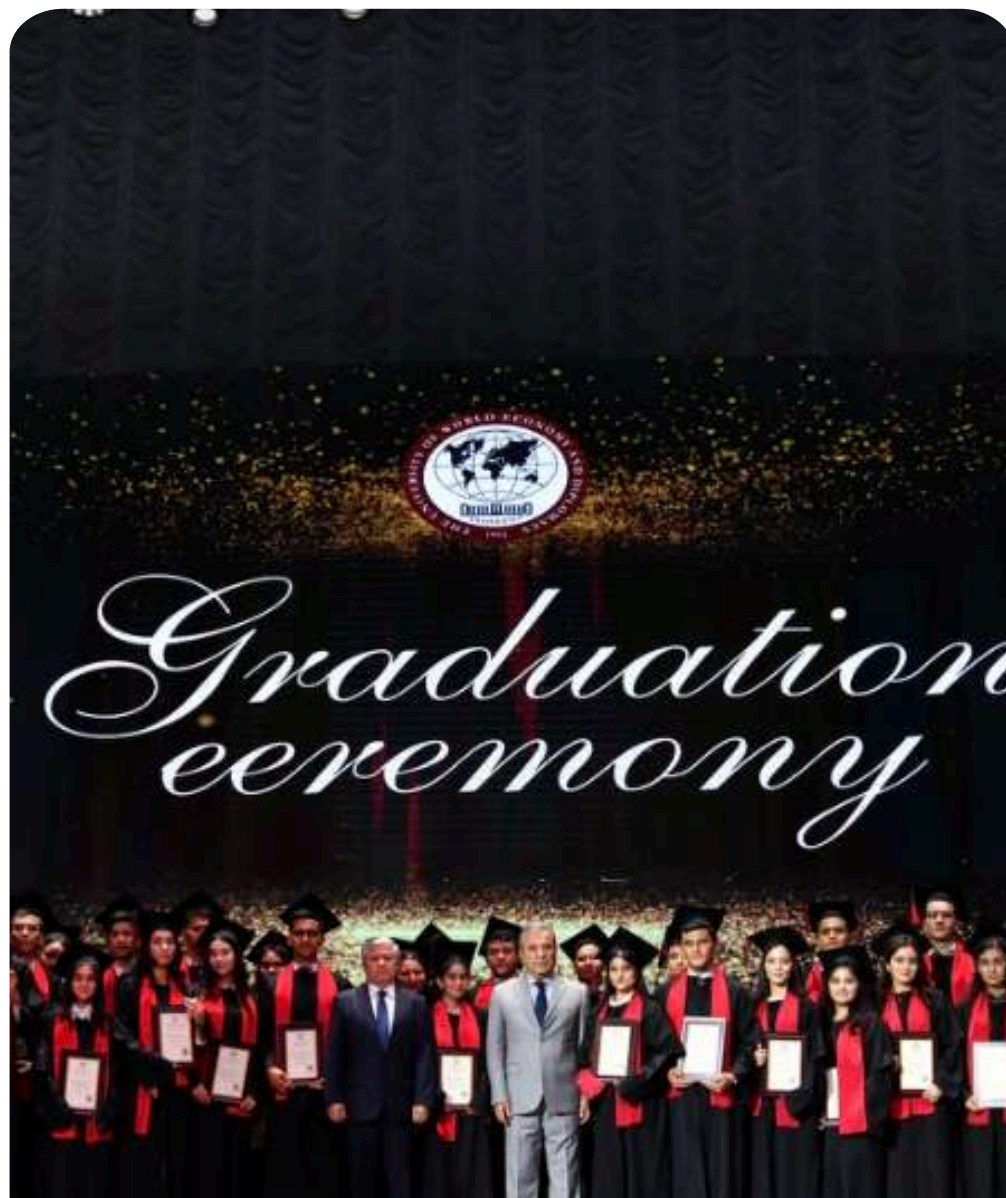


UNIVERSITY OF WORLD ECONOMY AND DIPLOMACY

UWED STRATEGY

Diplomacy. Knowledge. Global
Impact.

2027
TO
2035



**Diplomacy. Knowledge.
Global Impact.**

UWED Strategy 2027 - 2035

Strategy 2027–2035

Approved by the Academic Council

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Abbreviations and Acronyms

AI	Artificial Intelligence
ECTS	European Credit Transfer and Accumulation System
ESG	Environmental, Social and Governance
GHG	Greenhouse Gas
IAIS	Institute for Advanced International Studies
KPIs	Key Performance Indicators
LMS	Learning Management System
QS	Quacquarelli Symonds
SDGs	United Nations Sustainable Development Goals
THE	Times Higher Education
UWED	University of World Economy and Diplomacy

Message from the Rector



Sodyq Safoev

Rector of the University of World
Economy and Diplomacy

UWED was created to serve independent Uzbekistan. Today, its mission continues: to educate knowledgeable, responsible and globally minded leaders who represent the country with dignity and advance constructive international cooperation.

The University of World Economy and Diplomacy holds a special place in the history of our country. Established in the early years of independence, it responded to Uzbekistan's need for professionals capable of advancing national interests in international life. Today, many diplomats serving abroad, including a significant number of Uzbekistan's ambassadors, are graduates of UWED.

The world is changing rapidly, and the University is committed to developing with it. The relevant Resolution of the President of the Republic of Uzbekistan sets a clear direction for UWED to become a modern, dynamic and forward-looking institution. This requires the regular renewal of academic programmes and their adaptation to contemporary realities.

Academic activity at UWED should focus on modern curricula, effective teaching methods, interdisciplinary learning and a closer connection between theory and practice. Students should gain deep professional knowledge, analytical thinking, communication skills, intellectual independence and responsibility.

UWED is also developing as a smart university. Digital technologies, information systems and innovative approaches are being introduced to improve education, management and student services. At the same time, modern academic education cannot be limited to one university or one country. UWED will continue to expand international cooperation, including joint and double-degree initiatives with leading foreign partners.

University education should be closely connected with science and continuous research. The Institute for Advanced International Studies plays an important role in this process by supporting academic development and studying the most pressing issues of the contemporary world.

Scientific activity at UWED should strengthen the link between education and research, support evidence-based analysis and address issues of strategic importance for Uzbekistan and Central Asia, including regional security, international cooperation, environmental challenges and transport connectivity.

Equally important is an active student life. UWED should be a university where students grow not only as specialists, but also as educated, cultured and responsible individuals. Student initiatives, intellectual life, culture and sport are important parts of this mission.

By 2035, UWED aims to consolidate its role as Uzbekistan's flagship university for diplomacy and international affairs - a modern, internationally connected, research-active and student-centred institution.

Together, we will build a university worthy of Uzbekistan's aspirations - a university that serves the country through knowledge, professionalism, responsibility and a broad global vision.

With shared responsibility for UWED's future,

Sodyq Safoev

Executive Summary

The UWED Strategy 2027–2035 sets out the University’s long-term direction at a time of national reform, growing international engagement and rapid global change. It builds on the mandate established by Presidential Resolution No. PP-330 of 23 July 2022, the priorities of Presidential Decree No. UP-58 of 10 April 2026, and the University’s ongoing reforms in education, research, international cooperation, student development, quality assurance, digitalisation and sustainability.

The Strategy is designed as a concise guiding document. It does not replace annual plans, budgets or project documents. Its purpose is to define the kind of university UWED aims to become by 2035, the priorities that will guide its development, and the results through which progress can be assessed. Detailed actions, baselines and numerical targets will be developed through annual implementation planning and performance monitoring.

UWED occupies a distinctive position within Uzbekistan’s higher education system. Its academic profile brings together international economy, international relations, international law, diplomacy, governance, policy analysis and professional practice. **The Diplomatic Academy** and **the Institute for Advanced International Studies** extend this role beyond degree education by supporting professional development, analytical work and strategic dialogue. This gives UWED a unique opportunity to connect academic learning, professional skills, research and public policy more closely than a conventional university.

The Strategy is grounded in UWED’s official **vision** and **mission**. The University’s vision is to become a globally recognised centre of academic excellence and diplomatic leadership in international economy, international relations and international law.

Its mission is to educate and develop highly qualified professionals through high-quality, practice-oriented and internationally informed education; to strengthen students’ analytical capabilities, applied skills, professional ethics and civic responsibility; to advance fundamental and applied research; and to serve as a platform for lifelong learning, professional development and substantive international academic cooperation.

By 2035, UWED aims to consolidate its position as Uzbekistan’s flagship university for diplomacy and international affairs. It also aims to become a trusted regional platform for education, research and policy dialogue; an internationally connected and recognised institution; a national centre for diplomatic and executive education; a smart and data-informed university; a climate-responsible Green University; and a resilient organisation with effective governance.

The Strategy is organised around seven strategic priorities: global education and diplomatic leadership; research, policy intelligence and global impact; internationalisation and strategic partnerships; student, career and alumni success; people, leadership and institutional culture; digital, smart and innovative university; and sustainable governance, Green campus and institutional resilience.

Delivery of the Strategy depends on clear ownership, annual planning, reliable data, continuous quality assurance and regular reporting to the University’s governing bodies. International accreditation, national ranking mechanisms, QS, Times Higher Education and sustainability frameworks will serve as external reference points for improvement. They will support institutional learning and international visibility, while UWED’s mission, values and responsibility to Uzbekistan remain the central guide for decision-making.

THE SEVEN STRATEGIC PRIORITIES

1 Global Education and Diplomatic Leadership

Internationally comparable, student-centred and practice-oriented education that prepares graduates for diplomacy, international affairs, law, economics and governance.

2 Research, Policy Intelligence and Global Impact

A focused research system that strengthens academic excellence, supports policy analysis and increases UWED's national and international visibility.

3 Internationalisation and Strategic Partnerships

A selective and results-oriented partnership portfolio that supports joint education, mobility, visiting scholars, international projects and an inclusive international campus.

4 Student, Career and Alumni Success

A connected student lifecycle that supports academic progression, wellbeing, leadership, employability, career development and lifelong alumni engagement.

5 People, Leadership and Institutional Culture

A professional university community built on transparent recruitment, teaching excellence, research capacity, ethical leadership, inclusion and shared responsibility.

6 Digital, Smart and Innovative University

A secure and integrated digital environment that supports learning, research, administration, data-informed decision-making, responsible AI and innovation.

7 Sustainable Governance, Green Campus and Institutional Resilience

Responsible governance, sustainable finance, climate action and institutional resilience connected with campus development, executive education and knowledge exchange.

WHAT WILL BE DIFFERENT BY 2035

- Academic programmes that are regularly benchmarked, reviewed and improved through a continuous quality assurance cycle and international accreditation.
- A student experience that combines academic knowledge, professional practice, research, digital competence and international engagement.
- A stronger research system built around priority areas, doctoral education, international collaboration and measurable policy relevance.
- Strategic partnerships assessed by outcomes, not only by the number of agreements.
- Internationalisation visible across education, research, campus life and digital collaboration.
- Student services, career support and alumni engagement operating as one connected lifecycle.
- Faculty and staff development, workload, recruitment and leadership aligned with institutional priorities and a culture of integrity.
- Integrated digital systems, reliable institutional data, responsible use of AI and more effective service management.
- A Green Campus agenda linking sustainability, climate responsibility, water diplomacy and campus development.
- Strategy, budgeting, quality assurance, risk management and annual reporting operating as one coherent management system.

Strategic Context and the Case for Transformation

Uzbekistan has entered a new stage in the development of higher education, science and innovation. National reforms place stronger emphasis on academic quality, research performance, digitalisation, graduate outcomes, responsible autonomy, international competitiveness and the practical value of knowledge. Presidential Decree No. UP-58 sets important priorities in education, student development, research, commercialisation and system-wide improvement. It also introduces new mechanisms related to the National Ranking, performance-linked funding, research clusters, international student recruitment, digital platforms, artificial intelligence, start-up support and endowment development. These reforms open new opportunities for UWED and strengthen its responsibility to contribute to national development.

The University's future development is also shaped by Presidential Resolution No. PP-330, which launched a new stage of reform at UWED and reinforced its role in preparing specialists for diplomacy, international relations, international economic relations, law, governance and related professional fields. The next strategic period provides an opportunity to consolidate the reforms already under way and build a more integrated university model. International accreditation, curriculum renewal, the development of the Diplomatic Academy and IAIS, digital integration, career services and sustainability need to operate not as separate projects, but as connected parts of one University strategy.

The international environment is also changing rapidly. Diplomacy and international relations are increasingly shaped by economic interdependence, technology, climate issues, public communication and the growing role of non-state actors. Professionals in international affairs need advanced analytical skills, negotiation competence, legal judgement, intercultural understanding and the ability to work with complex data. Economic diplomacy now includes investment promotion, trade resilience, sanctions, digital markets, sustainable finance and technological competition. International law is also evolving in response to artificial intelligence, cyber activity, cross-border data, environmental challenges and new forms of dispute resolution. These developments create demand for academic programmes that are interdisciplinary, practice-oriented and regularly renewed.

Technology is transforming both professional practice and higher education. Artificial intelligence can support research, translation, institutional analytics, teaching and student services. At the same time, its use requires clear principles relating to accuracy, accountability, intellectual property, privacy, academic integrity and human oversight. For UWED, digital development is not only an IT agenda. It is an opportunity to improve the student lifecycle, academic management, research information, library services, data systems and decision-making across the University.



STRATEGIC CONTEXT AND THE CASE FOR TRANSFORMATION

Climate change, water, energy and resource management are central to UWED's future. For Central Asia, these issues are closely connected with environmental security, climate adaptation, regional cooperation and sustainable development. They are not only operational matters for the campus, but also important academic and professional fields for diplomacy, international law, economics, investment and public policy. UWED's Climate Policy and Green Campus agenda provide an opportunity to integrate sustainability into governance, education, research and daily operations, while strengthening the University's contribution to climate and water diplomacy.

International competition among universities is also increasing. Students, faculty, partners and employers increasingly assess institutions through academic reputation, international accreditation, graduate outcomes, research visibility, digital services, inclusion and global networks. QS and THE rankings may serve as useful external benchmarks, especially in subject performance, international outlook, reputation, sustainability and research. However, long-term recognition depends not on mechanical indicator tracking, but on measurable results. For this reason, UWED's approach is to develop the capabilities that rankings reflect, rather than treating rankings as a separate administrative exercise.

The case for change is therefore clear. UWED needs to preserve its national mandate while becoming more internationally comparable, research-active, student-centred, data-informed and resilient.

The University's education should connect academic knowledge with diplomacy, law, economics, governance and professional practice. Its research should contribute to international scholarship and evidence-based decision-making. Its partnerships should create measurable academic value, and its governance should combine greater autonomy with transparency and accountability. The Strategy 2027–2035 provides a common direction for this next stage of UWED's development.



The University of World Economy and Diplomacy is a specialised public university with a distinctive mandate at the intersection of higher education, diplomacy, research, professional training and public policy. Its academic identity is built around international affairs, law, the global economy, governance and the analysis of international processes. This profile enables UWED to prepare graduates for diplomacy, legal and economic practice, public institutions, international organisations, academia and the private sector.

The current academic portfolio includes four bachelor's programmes, more than ten master's programmes and doctoral specialisations in world economy, legal studies, international law, and the political problems of international relations and regional development. This portfolio gives UWED an interdisciplinary foundation for addressing foreign policy, legal, economic and governance challenges. It also creates an important responsibility to ensure coherent progression between bachelor's, master's, doctoral and executive education.

UWED's role extends beyond degree education. The Diplomatic Academy supports professional and executive development for diplomatic and public-sector personnel, while the Institute for Advanced International Studies provides a platform for research, strategic analysis and policy dialogue. Faculties, departments, research communities, student organisations, career and alumni services, digital units, the library and sustainability structures together form a broad academic and professional environment. The next step is to connect these components more closely through shared objectives, reliable data and clear ownership.

The University has already developed a substantial base for international cooperation. Existing and prospective partnerships cover joint and dual programmes, academic mobility, visiting scholars, international courses, internships, research cooperation and participation in international projects. UWED is also strengthening its approach to international accreditation and participation in QS, Times Higher Education and sustainability assessments. The priority now is to move from a large number of individual opportunities to a selective portfolio of active partnerships and a University-wide system of internationalisation.





Current Academic Portfolio

BACHELOR'S PROGRAMMES

- International Relations;
- World Economy and International Economic Relations;
- Jurisprudence;
- Political Science.

MASTER'S PROGRAMMES

- International Law;
- Foreign Economic Activity;
- World Economy;
- International Business Law;
- Applied Political Science;
- International Relations and Contemporary Political Processes;
- International Arbitration and Dispute Resolution;
- Public Governance;
- International Relations and Analysis;
- Water Diplomacy;
- Investment Management.

DOCTORAL SPECIALISATIONS

World Economy; Theory and History of State and Law; Constitutional, Administrative, Financial and Customs Law; Civil, Business, Family and Private International Law; International Law; Political Problems of International Relations, Global and Regional Development.

Academic reform at UWED is already under way and forms an important foundation for the Strategy 2027–2035. It includes curriculum benchmarking, programme renewal, the use of Moodle and other digital platforms, the strengthening of quality assurance mechanisms and closer engagement with practitioners. Research development is supported through publication activity, international grants, doctoral supervision, academic conferences and policy-oriented work. Student services are also expanding through registration support, tutoring, psychological support, student clubs, Model United Nations, the Young Diplomats Forum, career activities and alumni engagement. Digital initiatives focus on network infrastructure, single sign-on, AI tools, e-learning, career platforms, library automation and institutional data.

UWED has also strengthened its sustainability agenda. The University's Climate Policy sets Net Zero 2035 as a long-term commitment, while the Green Campus agenda covers energy, water, waste, paper use, biodiversity, sustainable procurement, green events, student leadership and public reporting. The master's programme in Water Diplomacy, together with related research interests, gives UWED a distinctive basis for linking responsible campus practice with regional academic and policy leadership.

The Strategy therefore does not begin from a blank page. It builds on a substantial programme of ongoing reform and gives it a clearer long-term direction. Its purpose is to connect education, research, international cooperation, digital development, quality assurance, student support and sustainability into one coherent institutional agenda. It also defines the outcomes that matter and creates a basis through which UWED can learn, improve and demonstrate progress to its community, the Government of Uzbekistan and international partners.



Vision, Mission and Core Values

VISION

UWED's vision is to be a globally recognised centre of **academic excellence and **diplomatic leadership** in the fields of international economy, international relations and international law. The University strives to shape 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.**

MISSION

- 01 EDUCATION**
High-quality, practice-oriented education
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.
- 02 PROFESSIONAL IMPACT**
Competence for diplomacy and public service
The University equips students with advanced analytical capabilities, applied skills, professional ethics and civic responsibility. In doing so, UWED prepares graduates who can apply their competencies in diplomacy and economic diplomacy, international economic relations and global trade, legal practice, public administration, the private sector and international organisations.
- 03 RESEARCH AND LIFELONG LEARNING**
Knowledge that supports policy and society
UWED also serves as a platform for lifelong learning and professional development, strengthening the country's pool of qualified specialists. The University advances fundamental and applied research that supports evidence-informed decision-making, contributes to global scholarship and expands substantive international academic cooperation and partnerships.

Core Values

UWED's core values define the principles that guide education, research, governance, international cooperation and the daily life of the University community.

01. Academic Excellence

We are committed to the highest standards in education, research and professional practice, ensuring strong learning quality, academic achievement and continuous improvement.

02. Leadership and Professionalism

We foster leadership qualities, professional competence and responsibility among students, faculty and staff, preparing graduates to contribute meaningfully to society and the international community.

03. International Cooperation and a Global Outlook

We promote global partnerships, intercultural understanding and effective engagement in international affairs, preparing students for constructive cooperation in a changing world.

04. Innovation and Critical Thinking

We encourage intellectual curiosity, innovative thinking, evidence-based problem-solving and lifelong learning, including responsible engagement with emerging technologies.

05. Sustainability and the SDGs

We integrate sustainability principles into education, research, governance and university life, contributing to responsible decision-making and long-term development.

06. Integrity and Ethics

We uphold honesty, academic integrity, fairness, transparency and responsible conduct across all areas of University activity.

07. Social Responsibility

We serve society by applying knowledge, research and professional expertise for the public good and by strengthening students' sense of responsibility to Uzbekistan and the wider international community.

Strategic Ambition 2035

By 2035, UWED aims to consolidate its position as Uzbekistan’s flagship university for diplomacy and international affairs and as a recognised regional platform connecting education, research, professional practice and policy dialogue. Its distinctiveness will be shaped by the integration of academic programmes, the **Diplomatic Academy**, the **Institute for Advanced International Studies**, strategic partnerships and a strong community of students, faculty, practitioners and alumni.

UWED’s education will be internationally comparable, practice-oriented and student-centred. Students will develop strong disciplinary knowledge together with the capabilities required for diplomacy, economic diplomacy, legal analysis, international negotiation, policy design, strategic communication and responsible leadership. Academic programmes will be regularly benchmarked, reviewed and improved through external expertise, international accreditation and close engagement with professional practice.

UWED will strengthen its role as a research-active and policy-oriented university. Research will focus on priority areas relevant to Uzbekistan, Central Asia and global affairs. The Institute for Advanced International Studies will serve as a platform for regional analysis, strategic foresight and policy intelligence. Doctoral education, research support, international collaboration and internal funding mechanisms will contribute to stronger academic quality, international visibility and practical relevance.

International engagement will be substantive rather than symbolic. A selective portfolio of strategic partners will support joint programmes, mobility, visiting scholars, international grants, co-authored research and professional opportunities. Internationalisation at home will expand access to global learning, while dedicated support for international students and scholars will help create a diverse and inclusive academic environment.

UWED will develop as a smart and data-informed university, using integrated digital systems, reliable institutional data, learning analytics and responsible artificial intelligence to support education, research, administration and student services. Digital processes will become more accessible, while decision-making will be based on verified evidence and regular reporting.

UWED will also strengthen climate responsibility and institutional resilience. The University will advance its Net Zero 2035 commitment, develop a Green Campus, expand education and research in water and climate diplomacy, and integrate sustainability into curriculum, research and operations. Responsible autonomy will be supported by quality assurance, transparent governance, strategic budgeting, risk management and diversified income.

This ambition will be measured not by a single ranking or project, but by the quality of UWED’s graduates, the relevance of its research, the depth of its partnerships, public trust, institutional culture and continuous improvement.

The UWED 2035 Institutional Profile

- Uzbekistan’s flagship university for diplomacy and international affairs.
- A regional platform for education, research and policy dialogue.
- An internationally recognised and quality-assured academic institution.
- A research-active and policy-oriented university.
- A national centre for diplomatic, executive and lifelong education.
- A smart, secure and data-informed university.
- A climate-responsible Green University.
- A responsibly autonomous, financially sustainable and resilient institution.

01

STRATEGIC PRIORITY 1

GLOBAL EDUCATION AND DIPLOMATIC LEADERSHIP

Preparing graduates who combine academic depth, professional competence and responsibility to society.

By 2035, UWED will provide internationally comparable, student-centred and practice-oriented education that prepares graduates for leadership and professional practice in diplomacy, international affairs, international economic relations, law and governance.



Academic achievement at UWED

GLOBAL EDUCATION AND DIPLOMATIC LEADERSHIP

STRATEGIC OBJECTIVE

By 2035, UWED will provide internationally comparable, student-centred and practice-oriented education that prepares graduates for leadership and professional practice in diplomacy, international affairs, international economic relations, law and governance across the public sector, private sector and international organisations.

STRATEGIC RATIONALE



UWED's educational mission is shaped by the needs of diplomacy, foreign policy, international economic relations, law and public governance. These fields require more than strong disciplinary knowledge. Graduates need analytical thinking, negotiation skills, legal and economic reasoning, intercultural communication, digital competence and professional integrity.



The next stage of academic development will focus on coherent programme design, clear learning outcomes and stronger links between education, research and professional practice. Programmes will be regularly reviewed and benchmarked against international standards, national priorities and employer expectations. This process will support continuous improvement rather than one-time reform.



Learning at UWED will become more practical, interdisciplinary and evidence-based. Diplomatic simulations, negotiation laboratories, moot courts, economic and policy case studies, research projects, internships and practitioner-led teaching will help students connect academic knowledge with real professional situations.

International accreditation will be embedded into the normal programme lifecycle. It will strengthen quality assurance, external review, student feedback, programme governance and evidence-based improvement. Over time, accreditation and reaccreditation should become part of UWED's academic culture.

Our Priorities

★	Establish a UWED Graduate Attributes Framework and align it with programmes, courses, assessment and co-curricular learning.
★	Introduce a University-wide programme design, approval, monitoring and review system that integrates online and blended learning formats, modern pedagogy, learning analytics and stakeholder feedback.
★	Expand practice-oriented and authentic assessment, including policy briefs, analytical memoranda, simulations, presentations, portfolios, case analysis and research projects.
★	Strengthen work-integrated learning through internships, professional practice, practitioner involvement and external expert review.
★	Develop joint, double-degree and networked programmes through transparent curriculum mapping, credit recognition and joint quality assurance.
★	Strengthen multilingual and English-medium education while protecting disciplinary depth and supporting faculty development.

By 2035, UWED Will

- operate a complete programme lifecycle in which all programmes are regularly reviewed using learning outcomes, student feedback, graduate data, employer input, international benchmarking and external expertise;
- maintain a progressive portfolio of internationally accredited programmes and a functioning reaccreditation cycle;
- ensure that every graduate has completed a structured diplomatic, legal, economic, policy or professional practice experience;
- provide coherent opportunities in digital diplomacy, economic diplomacy, cyber and technology policy, strategic communication, crisis management and ethical leadership;
- offer transparent pathways for elective study, mobility, credit recognition and interdisciplinary learning;
- demonstrate that assessment provides reliable evidence of the knowledge, skills and professional judgement expected of UWED graduates.

KEY INDICATORS

Share of programmes completing annual monitoring and periodic review.	International accreditation and reaccreditation status of priority programmes.
Attainment of UWED Graduate Attributes and programme learning outcomes.	Student satisfaction with teaching, assessment and academic support.
Participation in work-integrated and authentic learning experiences.	Graduate and employer assessment of professional preparedness.

RESEARCH, POLICY INTELLIGENCE AND GLOBAL IMPACT

Creating knowledge that advances scholarship, strengthens doctoral education, supports evidence-informed policy and enhances Uzbekistan's international engagement.

By 2035, UWED will develop as a research-active and policy-oriented university that advances international scholarship, strengthens doctoral education, supports Uzbekistan's foreign policy and international economic priorities, and produces internationally visible, practically relevant knowledge.



Research and academic development

RESEARCH, POLICY INTELLIGENCE AND GLOBAL IMPACT

STRATEGIC OBJECTIVE

By 2035, UWED will strengthen its position as Uzbekistan’s leading university in diplomacy and international affairs research, doctoral education and policy analysis, while developing as an internationally connected centre of expertise in diplomacy, international law, international economics, regional studies and global affairs.

STRATEGIC RATIONALE

Research is one of UWED’s core missions, supporting academic development, evidence-informed decision-making, doctoral education and national development. As a specialised university in diplomacy, international relations, international law and the global economy, UWED will generate knowledge relevant to Uzbekistan, Central Asia and global affairs.

Research development will be guided by clearly defined University Research Priority Areas, supporting doctoral and master’s research, grants, publications, international cooperation and policy analysis. UWED will promote interdisciplinary and policy-relevant research combining diplomatic, legal, economic, political and analytical perspectives, with attention to emerging strategic challenges, digital transformation and artificial intelligence.

Doctoral education will be strengthened as part of the University’s research ecosystem through participation in research projects, analytical work, international cooperation and training in methodology, academic writing, data analysis, research ethics, grant preparation and policy writing.

UWED will develop a project-oriented research environment through national and international grants, commissioned studies, contract research, donor-supported programmes and fundraising initiatives. Stronger research administration will help diversify funding and improve research sustainability.

Synergy between UWED’s academic departments, the Institute for Advanced International Studies and the Diplomatic Academy will be central to strengthening research capacity.

Research findings will inform academic programmes, doctoral education, analytical work and executive education, strengthening UWED’s role as a bridge between scholarship, policy and society. Research quality will be assessed through academic impact, international visibility, doctoral outcomes, external funding, policy relevance and responsible research practices.



Our Priorities

★	Define and regularly review University Research Priority Areas linked to Uzbekistan’s national interests, Central Asia and global affairs.
★	Strengthen doctoral education through research training, quality supervision, academic writing support, progress monitoring and international co-supervision.
★	Develop a project-oriented research environment through grants, commissioned studies, contract research, donor-supported programmes and stronger research administration.
★	Promote high-quality publications, international co-authorship, citation visibility, publication mentoring and responsible research assessment.
★	Strengthen IAIS as a University platform for policy intelligence, regional analysis, strategic foresight, AI-supported monitoring, policy studies and commissioned research.
★	Ensure synergy between academic departments, IAIS, the Diplomatic Academy and executive education programmes by connecting research, teaching, policy dialogue, professional training and international cooperation.

By 2035, UWED Will

- operate a coherent research-governance system linking research priorities, doctoral education, grants, policy intelligence, international cooperation, infrastructure and performance evidence;
- strengthen its position as Uzbekistan’s leading university in diplomacy and international affairs research, doctoral education and policy analysis;
- develop doctoral education as a central part of the research ecosystem, with quality supervision, transparent progression, research training and stronger societal relevance;
- produce stronger peer-reviewed publications, international co-authored research, policy briefs, analytical reports and collaborative research outputs;
- participate in national and international research projects, grants and partnerships, while strengthening IAIS as a platform for strategic analysis and policy intelligence;
- connect academic departments, IAIS, the Diplomatic Academy and executive education into an integrated knowledge ecosystem supported by responsible digital and AI use.

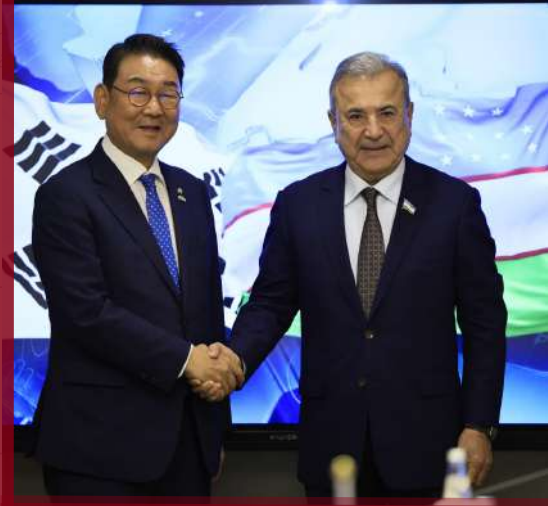
KEY INDICATORS

Quality and international visibility of peer-reviewed research outputs.	Publications indexed in Scopus, Web of Science and other recognised scholarly platforms.
International co-authorship, citation performance and verified researcher profiles.	External research income, grant success and active research partnerships.
Doctoral progression, supervision quality, research training and defence outcomes.	Policy briefs, analytical reports, commissioned research outputs and evidence of research use in education, policy and knowledge exchange.

INTERNATIONALISATION AND STRATEGIC PARTNERSHIPS

Connecting Uzbekistan, Central Asia and the world through purposeful academic cooperation.

By 2035, UWED will develop and sustain a selective, active and globally diverse partnership network that expands joint education, research, mobility, professional opportunities and international recognition.



International academic partnership

INTERNATIONALISATION AND STRATEGIC PARTNERSHIPS

STRATEGIC OBJECTIVE

By 2035, UWED will develop a selective, active and globally diverse partnership network that expands joint education, research, mobility, professional opportunities, international recognition and Uzbekistan's academic engagement with the world.

STRATEGIC RATIONALE

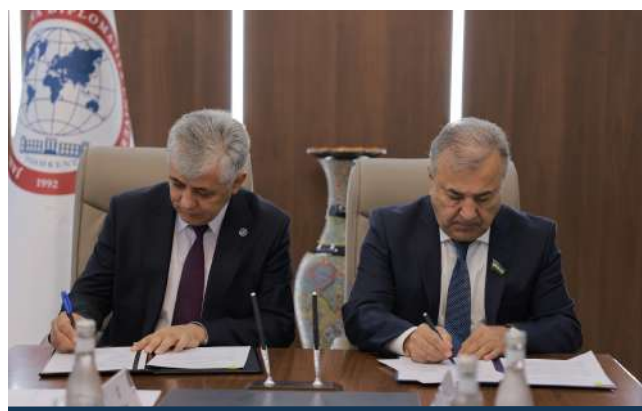
Internationalisation is central to UWED's mission as Uzbekistan's specialised university for diplomacy, international relations, international law and the global economy. The next stage of international engagement should focus not on the number of agreements, but on the quality, purpose and measurable outcomes of partnerships.

UWED will strengthen cooperation with leading foreign universities, diplomatic academies, international organisations, research centres, think tanks and diplomatic missions. Priority partnerships should support joint and double-degree programmes, modular and hybrid education, academic mobility, collaborative research, visiting scholars, professional training and policy dialogue.

Joint and transnational education will be developed selectively. New programmes should demonstrate academic fit, student demand, quality assurance, credit recognition, financial sustainability and mutual commitment. Collaborative courses, virtual exchange and co-teaching will extend international learning to a wider group of students and create pathways towards deeper institutional cooperation.

Mobility will be organised through a coherent University framework. Transparent selection, learning agreements, credit recognition, student safety, pre-departure preparation and post-mobility evaluation should become standard features. Balanced inbound and outbound participation will strengthen reciprocity and contribute to a more international campus.

UWED will also strengthen support for international students, visiting scholars and faculty. A coordinated International Student and Scholar Service will provide information, admissions support, visa and registration guidance, orientation, academic assistance, accommodation guidance, wellbeing referral and community integration. Internationalisation at home, multilingual communication and accessible English-language information will make UWED's international character visible across the institution.



Our Priorities

★	Classify, review and develop international partnerships through a tiered strategic portfolio based on activity, outcomes and institutional relevance.
★	Establish a University framework for joint, double-degree, modular, hybrid and collaborative programmes, including curriculum mapping, credit recognition and joint quality assurance.
★	Create an integrated mobility system covering selection, learning agreements, credit recognition, safety, support and evaluation.
★	Strengthen international student recruitment and develop a consistent English-language admissions and support journey.
★	Expand international research, policy dialogue and project cooperation with universities, diplomatic academies, think tanks, international organisations and public institutions.
★	Develop a Global Faculty and Visiting Scholars Programme focused on co-teaching, research, supervision, mentoring and institutional capacity-building.

By 2035, UWED Will

- concentrate international activity around a defined portfolio of strategic partners with measurable academic, research and professional outcomes;
- offer sustainable joint, double-degree, modular, hybrid and collaborative programmes supported by transparent quality assurance and credit-recognition processes;
- provide a predictable annual system for academic mobility and international opportunities with recognised learning results;
- maintain an inclusive international student and scholar service and a more geographically diverse academic community;
- participate as a partner, and where capacity allows as coordinator, in major international education, research and capacity-building projects;
- strengthen academic and employer reputation through substantive international contribution rather than short-term promotional activity.

KEY INDICATORS

Share of international agreements producing verified annual outcomes.	Joint, dual and collaborative programmes meeting University quality standards.
Inbound and outbound mobility, recognised credits and participant satisfaction.	International student, faculty and visiting-scholar participation and retention.
International research funding, projects and co-authored outputs.	Academic and employer engagement across priority regions and partner networks.

04

STRATEGIC PRIORITY 4

STUDENT, CAREER AND ALUMNI SUCCESS

Supporting every student from first contact with UWED to lifelong professional and alumni engagement.

By 2035, UWED will provide an integrated, inclusive and evidence-informed student lifecycle that supports academic success, wellbeing, leadership, employability and lifelong alumni engagement.



Student career and employer engagement

STUDENT, CAREER AND ALUMNI SUCCESS

STRATEGIC OBJECTIVE

By 2035, UWED will provide an integrated, inclusive and evidence-informed student lifecycle that supports admission, transition, academic success, wellbeing, leadership, employability and lifelong alumni engagement.

STRATEGIC RATIONALE

Student success begins before enrolment and continues beyond graduation. For UWED, this means connecting outreach, admissions, onboarding, learning, student support, career development and alumni engagement into one coherent lifecycle. This approach will support the University's wider role in preparing talented young people for diplomacy, international relations, law, economics, governance and related professional fields.



The first year of study is especially important for belonging, academic confidence and long-term progression. UWED will strengthen digital onboarding, orientation, tutoring and mentoring, supported by progression data and early academic support. Students should be able to understand procedures, access services and receive reliable guidance without unnecessary administrative complexity.

A successful student experience requires a safe, respectful and inclusive environment. Student voice will be strengthened through representation, surveys, feedback and visible responses. Wellbeing, accommodation, safeguarding, confidential support and transparent complaints will form part of a trusted support system.

Leadership and co-curricular development will remain central to UWED's mission. MUN, the Young Diplomats Forum, debates, policy labs, student societies, legal and community clinics, volunteering and sustainability projects will connect students to leadership and professional learning outcomes.

Career services and alumni relations will become more closely linked to academic programmes and professional practice. Internships, employer engagement, mentoring, graduate destinations and labour-market insight will support meaningful careers, while the UWED Global Alumni Network will strengthen professional opportunities and partnerships.

Our Priorities

★	Develop an integrated, student-centred digital lifecycle from first contact and admission to onboarding, personalised learning pathways, digital credentials, graduation and alumni transition.
★	Establish a First-Year Experience, tutoring and mentoring framework supported by progression data and early academic support.
★	Strengthen student voice, wellbeing, safeguarding, inclusion, reasonable accommodation and transparent complaints and appeals.
★	Connect student clubs, Model United Nations, the Young Diplomats Forum, clinics, volunteering and cultural initiatives to leadership and co-curricular learning outcomes.
★	Create a Career Intelligence and Graduate Outcomes System linking internships, employers, labour-market insight, applications and graduate destinations.
★	Develop the UWED Global Alumni Network as a platform for mentoring, professional opportunities, reputation, lifelong learning, partnership and future fundraising.

By 2035, UWED Will

- provide a transparent, accessible and predominantly digital student-service environment with a reliable student record;
- use progression and engagement data to identify risks early and provide timely, proportionate and confidential support;
- demonstrate that students are heard through documented action on feedback at course, programme and institutional level;
- ensure that students with disabilities and other support needs can access learning, mobility, internships and campus life on equitable terms;
- offer every student meaningful leadership, mobility, digital learning, professional or community-engagement experiences recognised in a verified co-curricular record or portfolio;
- publish reliable graduate-outcomes evidence and maintain an active, internationally connected alumni community.

KEY INDICATORS

Student retention, progression, completion and academic recovery outcomes.	Student satisfaction, sense of belonging and perception of being heard.
Use, accessibility and response standards of student-support services.	Participation in leadership, international, professional and co-curricular experiences.
Graduate employment, profile relevance and employer satisfaction.	Verified alumni data, engagement, mentoring and opportunities created.

05

STRATEGIC PRIORITY 5

PEOPLE, LEADERSHIP AND INSTITUTIONAL CULTURE

Building a professional community that values excellence, integrity, development and shared responsibility.

By 2035, UWED will attract, develop and retain high-quality faculty, researchers, practitioners and professional staff through transparent recruitment, professional development, ethical leadership and shared responsibility.



UWED academic and professional community

PEOPLE, LEADERSHIP AND INSTITUTIONAL CULTURE

STRATEGIC OBJECTIVE

By 2035, UWED will attract, develop and retain high-quality faculty, researchers, practitioners and professional staff through transparent recruitment, clear contribution expectations, professional development, ethical leadership and shared responsibility.

STRATEGIC RATIONALE

UWED's success depends on the quality, motivation and professionalism of its people. Academic and professional roles need to support the University's educational, research, international, digital and public missions. For this reason, recruitment, induction, workload, development, evaluation and career progression will be managed as connected elements of one People and Culture system.

Academic recruitment will be transparent, merit-based and aligned with programme needs. Selection will consider disciplinary expertise, teaching capability, research potential, professional experience and contribution to the University community. International faculty, practitioners and experts will be engaged where they provide sustained value through teaching, research, supervision, mentoring, curriculum development or professional networks.

The academic workload and contribution model will recognise the full range of University work: teaching, supervision, research, curriculum design, policy analysis, student advising, international projects, academic administration, professional development and service. Clear expectations and digital workload planning will support fairness, realistic programme delivery and better workforce planning.

Staff wellbeing, inclusion, respectful conduct and professional ethics will be treated as essential conditions for institutional performance.

A Teaching Excellence and Staff Development system will support induction, student-centred teaching, assessment literacy, multilingual education, digital pedagogy, responsible AI use, innovation, leadership, decision-making, supervision and mentoring.



Our Priorities

★	Implement transparent recruitment, appointment, induction and probation standards for academic and professional roles.
★	Establish an Academic Workload and Contribution Framework linked to role profiles, programme needs and institutional priorities.
★	Create a Teaching Excellence and Staff Development system focused on CPD, leadership, mentoring, international learning and effective practice.
★	Strengthen research careers, early-career researcher support, doctoral supervision capability and international professional networks.
★	Develop leadership, succession and change-management capacity across academic and professional units.
★	Embed integrity, inclusion, professional ethics, respectful conduct and staff wellbeing in University policies, leadership practice and daily work.

By 2035, UWED Will

- use clear, fair and documented recruitment and appointment processes that support academic quality and equal opportunity;
- maintain a transparent workforce and workload model reflecting teaching, research, supervision, professional practice and institutional contribution;
- ensure that staff development is informed by role requirements, performance evidence, student needs and strategic priorities;
- provide viable career pathways for teachers, researchers, early-career academics, practitioners and professional staff;
- operate a structured leadership and succession-development system for current and future managers;
- demonstrate a professional culture in which integrity, collaboration, academic freedom, accountability and wellbeing reinforce one another.

KEY INDICATORS

Recruitment quality, vacancy fulfilment and staff retention.	Coverage and fairness of workload and workforce planning.
Participation in and demonstrated impact of professional development.	Teaching quality, peer observation and student feedback trends.
Researcher and supervisor development and career progression.	Staff engagement, wellbeing, inclusion and confidence in institutional culture.

06 STRATEGIC PRIORITY 6

DIGITAL, SMART AND INNOVATIVE UNIVERSITY

Using technology, data and responsible innovation to improve learning, research and institutional services.

By 2035, UWED will operate as a flagship smart university with an integrated, secure and user-centred digital ecosystem that supports data-driven governance, transparent administration, personalised learning, flexible educational pathways and responsible innovation.



Smart University cooperation



DIGITAL, SMART AND INNOVATIVE UNIVERSITY

STRATEGIC OBJECTIVE

By 2035, UWED will operate as a flagship smart university with an integrated, secure and student-centred digital ecosystem that supports data-informed governance, transparent administration, personalised learning, flexible educational pathways and responsible innovation.

STRATEGIC RATIONALE

Digital transformation at UWED is not a separate IT project. It is a foundation for modern education, efficient services, evidence-informed governance and innovative diplomatic training. The next stage will focus on building a coherent digital ecosystem that connects learning, student records, research information, library services, career support, quality assurance, reporting and decision-making.

A unified digital education ecosystem will support SMART diplomacy education through expanded LMS use, electronic content, digital library services, intelligent assessment and integration with state platforms, including HEMIS. Blended learning, adaptive learning and simulation-based learning will make education more flexible, personalised, practical and student-centred.

Reliable data will become essential for academic quality and institutional management. UWED will develop shared data standards, verified reporting and dashboards for programme review, student success, research performance, international activity, finance, human resources and rankings. Decisions should be based on timely and trustworthy evidence rather than fragmented manual reporting.

Artificial intelligence will be used responsibly. It can support learning, translation, research, analytics, student services and policy intelligence, but it also requires clear rules on accuracy, privacy, bias, academic integrity, intellectual property, human oversight and cybersecurity. A responsible AI framework will therefore guide adoption across the University.

Innovation and entrepreneurship will be linked to UWED's academic profile. Digital projects, student initiatives, research services, policy tools and practical pilots should move beyond training exercises and create measurable value for education, public institutions, partners and society.

Our Priorities

★	Build a secure digital enterprise architecture, with reliable network infrastructure, cybersecurity and business-continuity arrangements.
★	Establish UWED Digital Identity and Single Sign-On across student, staff, library, career and administrative systems.
★	Develop a unified, student-centred digital education ecosystem integrating LMS, digital library, intelligent assessment, personalised learning, and seamless connection with state-owned platforms.
★	Create an Institutional Data Hub with common data standards, verified reporting, analytics and decision-support dashboards.
★	Expand quality-assured digital and flexible learning, including blended, flipped, adaptive and simulation-based learning.
★	Adopt a Responsible AI Framework and develop digital and AI capabilities among students, faculty and staff.

By 2035, UWED Will

- operate integrated core systems with clear ownership, secure data exchange and reduced duplicate processes;
- provide students and staff with secure digital identity, self-service access and published service standards;
- support all programmes with quality-assured LMS use, electronic content, digital learning records and assessment tools;
- base institutional decisions and external reporting on verified, timely and reusable data;
- use artificial intelligence within clear ethical, legal, academic and cybersecurity safeguards;
- support innovation projects that progress beyond training to practical adoption, external partnership or measurable public value.

KEY INDICATORS

Availability, resilience and cybersecurity of core digital services.	Integration, single-sign-on coverage and reduction of duplicate data processes.
Quality and use of LMS, electronic content, digital library and intelligent assessment.	Digital and AI capability development among students, faculty and staff.
User satisfaction and service-desk response and resolution performance.	Innovation pilots, partnerships and measurable impact.



SUSTAINABLE GOVERNANCE, GREEN CAMPUS AND INSTITUTIONAL RESILIENCE

Aligning autonomy, resources, climate responsibility and institutional stewardship for long-term public value.

By 2035, UWED will combine responsible autonomy, sustainable finance, transparent governance and climate action within a resilient Green University model.



Student engagement at UWED

SUSTAINABLE GOVERNANCE, GREEN CAMPUS AND INSTITUTIONAL RESILIENCE

STRATEGIC OBJECTIVE

By 2035, UWED will combine responsible institutional autonomy, sustainable finance, transparent governance and climate action within a resilient Green University model.

STRATEGIC RATIONALE

UWED's future requires stronger institutional capability and clear accountability. National reforms create new opportunities for academic, organisational and financial autonomy, including programme development, international engagement, staffing, partnerships and resource management. These opportunities should be supported by transparent policies, delegated authority, quality assurance, conflict-of-interest controls, student protection and regular review.

Strategic planning and budgeting will become more closely connected. Programme costing, workforce planning, infrastructure, digital investment, accreditation, sustainability and student services all require a longer-term resource perspective. Annual budgets and major projects should reflect strategic priorities, verified performance and assessed risk.

Diversified income will be developed in ways that support UWED's academic mission. The Diplomatic Academy, executive education, customised programmes, commissioned research, consulting, knowledge exchange, fundraising, endowment mechanisms and partnerships can strengthen financial sustainability while protecting academic integrity and the University's public mandate. The planned UWED Consulting direction also supports this mission-aligned approach to knowledge exchange and external engagement.

Climate responsibility is a core institutional commitment. UWED will advance its Net Zero 2035 pathway through verified baselines, annual greenhouse-gas reporting and practical action on energy, water, waste, paper, procurement, mobility and green events. Sustainability will be integrated into governance, education, research, operations and public reporting.

The Green Campus concept will connect responsible campus management with UWED's academic strengths in water diplomacy, environmental and climate law, sustainable finance, green economy and regional climate security. The campus should become a living laboratory for student and faculty projects. Institutional resilience also requires effective risk management, procurement, business continuity and infrastructure planning. Major projects should be selected through evidence, feasibility, lifecycle cost and strategic relevance. Regular reporting will demonstrate progress, challenges and responsible use of resources.

PRIORITY 7 · SUSTAINABLE GOVERNANCE, GREEN CAMPUS AND INSTITUTIONAL RESILIENCE

Our Priorities

★	Develop a Responsible Academic and Institutional Autonomy Framework with clear policies, delegated authority, quality controls and public accountability.
★	Align strategic priorities with budgeting, programme costing, workforce planning, procurement, capital investment and project selection.
★	Strengthen the Diplomatic Academy, executive education, consulting and knowledge exchange as mission-aligned platforms for lifelong learning and diversified income.
★	Implement the Net Zero 2035 Programme, annual GHG inventory, energy transition, sustainable mobility, circular resource management and transparent sustainability reporting.
★	Develop a Green Campus integrating water efficiency, biodiversity, climate adaptation, Water Diplomacy and the campus-as-living-laboratory model.
★	Establish integrated risk management, business continuity, strategic investment, fundraising and infrastructure-development capability.

By 2035, UWED Will

- exercise delegated autonomy through transparent, evidence-based and quality-assured institutional processes;
- connect annual budgets and major investment decisions to strategic priorities, programme needs, lifecycle cost and assessed risk;
- maintain a sustainable portfolio of executive education, professional training, research, consulting and knowledge-exchange activity consistent with its academic mission;
- achieve Net Zero or document maximum feasible decarbonisation with transparent treatment of residual emissions under the Climate Policy;
- operate a resource-efficient and climate-resilient Green Campus supported by verified environmental data and annual public reporting;
- maintain effective risk, continuity and infrastructure-management systems that protect education, research, people, information and institutional reputation.

KEY INDICATORS

Coverage and effectiveness of governance, delegated authority and quality controls.	Alignment of budgets and major projects with strategic priorities and programme costs.
Diversification and sustainability of mission-aligned external income.	Verified GHG emissions, energy, water, waste and paper performance.
Sustainability integration in curriculum, research, procurement and events.	Institutional risk, continuity, infrastructure and project-delivery performance.

DELIVERING THE STRATEGY

The Strategy 2027–2035 will be implemented through shared institutional ownership, clear responsibility and regular evidence-based review. The Rector will provide overall leadership, while strategic priorities will be reflected in executive decisions, annual planning, resource allocation and institutional performance monitoring.

The Strategy will not create a parallel planning system. It will provide a common framework for annual plans, academic development, research, international cooperation, digital transformation, student services, sustainability and financial planning. Each strategic priority will have designated owners, implementation actions, timelines, required resources and evidence of completion.

Quality assurance will be embedded throughout implementation. Programmes will use annual monitoring, periodic review, student and employer feedback, graduate outcomes, external expertise and accreditation recommendations to guide improvement. Issues will remain open until actions are completed and their effectiveness is verified.

Institutional data will provide a common evidence base. Baselines, targets and indicators will be defined, validated and reviewed through the University's implementation process. Data will support internal management, national reporting, accreditation, rankings and public accountability, while protecting confidentiality and ethical use.

Progress will be reviewed annually. A concise Strategy Implementation Report will summarise progress against priorities, key achievements, unresolved risks and management decisions. Results will be discussed by the University's governing bodies and communicated to the University community.

The Strategy will remain responsive to changes in legislation, national priorities and the external environment. Formal mid-term review will assess whether the strategy architecture, priorities and indicators remain appropriate. Amendments may be considered when new legal powers, national reforms or major external changes require adjustment.

Implementation will depend on participation and trust. Faculty, staff, students, alumni and partners should understand how their work contributes to the Strategy. Consultation, student voice, transparent reporting and responsible leadership will help make the Strategy part of everyday university life.

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IMPLEMENTATION PRINCIPLES

1 Mission before metrics

Indicators and rankings will support, but not replace, UWED's academic mission and public purpose.

2 Outcomes before activities

Implementation will focus on institutional change and impact, not only on the number of events or documents produced.

3 Quality before scale

New programmes, partnerships, digital tools and projects will grow only where readiness, quality and sustainability are demonstrated.

4 Integration before duplication

Existing structures and systems will be strengthened before new units or parallel platforms are created.

5 Evidence before assertion

Baselines, targets and external claims will be supported by verified data and transparent methodology.

6 Autonomy with accountability

Delegated authority will be matched by quality assurance, risk control and public responsibility.

7 Ethics and inclusion by design

Integrity, accessibility, confidentiality and responsible technology use will be embedded in implementation.



CONCLUSION: UWED 2035

The UWED Strategy 2027–2035 defines a common direction for the University’s next stage of development. It recognises UWED’s distinctive national role and the need to respond to a changing international environment with academic quality, intellectual independence, professional relevance and institutional responsibility.

By 2035, UWED aims to be Uzbekistan’s flagship university for diplomacy and international affairs: a modern, internationally connected, research-active and student-centred institution. Students will learn through rigorous programmes and authentic professional experience. Researchers will contribute to international scholarship and to the policy challenges of Uzbekistan and Central Asia. The Diplomatic Academy and IAIS will strengthen the connection between academic knowledge, professional development and strategic decision-making.

Digital systems and reliable data will improve services, governance and learning. The Green Campus and Net Zero commitment will connect institutional responsibility with education and research in climate and water diplomacy. International accreditation, rankings and global networks will remain important evidence of progress, but the University’s success will ultimately be defined by the quality of its graduates, the relevance of its research, the trust of its partners and its contribution to Uzbekistan’s development.

This is the standard to which UWED commits itself for the period to 2035.

Diplomacy. Knowledge. Global Impact.