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INTRODUCTION

The modern system of higher education is undergoing dynamic transformation driven by global and national challenges. Among the key external factors are accelerated digitalization, global competition in education and research, demographic changes, increasing demands for the quality of specialist training, and the necessity of sustainable development.

The internal environment of universities also requires a reassessment of management approaches, improved efficiency in the use of resources, and the development of academic culture and the innovative potential of faculty and students.

The development of the University's Strategy is necessitated by the need to adapt to new socio-economic and educational conditions, as well as by the aspiration to strengthen the University's position in the national and international academic arena.

The key foundations for the development of the Strategy are:

- transition to greater financial and managerial autonomy of the University;
- improvement of education quality and alignment of academic programs with modern labor market requirements;
- development of research activities and innovation infrastructure;
- integration into the international educational and scientific community;
- digital transformation of the educational process;
- strengthening the University's contribution to the sustainable development of the region.

The Strategy defines priority areas, goals, and objectives for the University's development for the period 2025–2030, as well as mechanisms for their implementation and monitoring. The document serves as a guideline for all structural units of the University, ensuring consistency and continuity in development policy.

This document has been developed in accordance with the key provisions of the regulatory and legal framework of the Kyrgyz Republic:

- Decree of the President of the Kyrgyz Republic No. UP No. 295 dated October 14, 2024;
- Law of the Kyrgyz Republic “On Education”;
- Concept of Long-Term Socio-Economic Development of the Kyrgyz Republic;
- National Development Strategy of the Kyrgyz Republic for 2018–2040;
- Education Development Concept of the Kyrgyz Republic for 2021–2030;
- Education Development Program of the Kyrgyz Republic for 2021–2040;
- Development Strategy of Issyk-Kul Region for 2025–2035.

The University Strategy serves as the basis for the development of:

- strategic development programs of structural units;
- University strategic projects;
- strategic projects of faculties and the college.

Terms and definitions

The following terms are used in this document:

Strategy – a long-term qualitatively defined direction of organizational development concerning the scope, means, and form of its activities, the system of internal relationships, as well as the organization's position in its external environment.

The content of the Strategy determines the selection of:

- strategic priorities and strategic goals;
- criteria for selecting methods to achieve these goals;
- mechanisms for addressing strategic objectives.

Strategic goal(s) – one or more goals reflecting the desired state of the organization.

Strategic priorities (strategic directions) – areas of activity aligned with the organization’s mission and/or ensuring its implementation through appropriate resources.

Mission – the fundamental purpose of the organization and the meaning of its existence. The mission is one of the core concepts of strategic management.

Vision– a conceptual and aspirational representation of the organization’s purpose and its future prospects.

Corporate values – shared rules and principles accepted by all members of the organization, defining relationships among employees as well as with the external environment. Corporate values are developed based on the organization’s Strategic Vision and are intended to help the organization and its staff focus their efforts on fulfilling their purpose and implementing their Mission.

Financial autonomy of the University – the right and ability of the University to independently manage its financial resources, formulate and execute its budget, and make decisions regarding the allocation of revenues and expenditures within the framework of applicable legislation.

Budget diversification– the expansion and balancing of the University’s income sources through increasing the share of extra-budgetary funds (paid services, grants, partnership projects, leasing, etc.) in order to enhance financial sustainability and reduce dependence on state funding.

Digital University – a modern model of a university based on the comprehensive use of digital technologies in all areas of activity—education, research, governance, communication, and services. A Digital University provides flexible learning formats (including online and hybrid modes), electronic management (e-management), digital platforms for teaching, monitoring, and data analysis, as well as the development of digital culture among staff and students.

Green University– a concept of sustainable university development that implies environmentally responsible management, rational use of natural resources, reduction of carbon footprint, and the advancement of environmental education and culture among students and staff.

VISION, MISSION AND VALUES

Vision, Mission and Values of the University

Vision of the University

- A leading, sustainably developing center of professional education that ensures the training of competitive and competent specialists with flexible and innovative thinking, capable of responding to the challenges of modern society;
- An internationally recognized educational and research center, open to the world and ready for cooperation with all partners, including international ones, striving for constructive work and productive outcomes;
- An efficient, stable, and dynamically developing university — a full-fledged participant in the global academic and research community, whose cohesive team is integrated into international education, science, and business;
- An active participant in the educational, scientific, cultural, and public life of the Issyk-Kul region.

Mission of the University

The mission of Issyk-Kul State University named after K. Tynystanov is to train qualified specialists and conduct research in priority areas in order to ensure the sustainable development of the Issyk-Kul region.

Educational Goals of the University

1. To train highly qualified and competitive specialists through the continuous improvement of the education quality assurance system.

2. To enhance the capacity of academic and research staff, and to expand and strengthen the links between science, industry, the economy, and business structures, contributing to the socio-economic development of the Issyk-Kul region and the country.
3. To foster universal human and moral values in students with strong personal qualities through the implementation of multicultural, multilingual, and inclusive education.

Values of the University

The values of the University are based on the creative potential of its academic staff and students:

- **Innovative leadership** in determining priorities and pathways for the University's development;
- **Respect for the individual.** The University values individuality, promotes harmonious personal development, provides opportunities for self-realization and self-development, and inspires engagement in solving global challenges;
- **Integrity.** Honesty and ethical conduct toward oneself, one's work, the University, colleagues, and students. The University's reputation and values prevail over personal gain;
- **Academic freedom.** Freedom in the exchange of information, in choosing and developing ideas, and in determining one's own actions, combined with a strong awareness of personal responsibility for results;
- **Openness of the University's** academic and educational environment to new ideas, people, and change; openness to dialogue and cooperation; dedication to one's work and readiness to contribute to making the world a better place;
- **Inclusiveness** — ensuring equal access to quality education for persons with disabilities and special educational needs;
- **Academic and social responsibility** of every faculty member and researcher for their professional activities.

RESULTS OF THE STRATEGIC ANALYSIS OF THE ACTIVITIES OF K. TYNYSTANOV ISSYK-KUL STATE UNIVERSITY

(S) Strengths

- High research potential of the academic staff (40% holding advanced academic degrees);
- Availability of a continuous education system (college – bachelor's – master's – postgraduate – doctoral studies);
- Availability of a scientific library;
- Availability of training and experimental facilities (botanical garden, agricultural technical school);
- Strong involvement of the University in the implementation of international projects;
- A modern system for the use of information technologies by faculty and students (University website, electronic university system, educational portal, electronic student assessment system for Years 1–4, electronic library, etc.);
- Internal motivation of faculty members for professional development;
- Availability of a sports complex;
- Cultural and educational centers (Arab Center, Korean Center, State Language Center, Confucius Center, Russian Language Development Center, Tourism Information Center).

(W) Weaknesses

- Insufficiently developed research and teaching laboratory facilities;
- Outdated material and technical infrastructure of academic buildings;
- Low involvement of faculty in the development and implementation of international and national projects;
- Inadequate living conditions for students and faculty in dormitories;
- Underdeveloped socio-cultural infrastructure (canteen, medical center);
- Insufficient provision of departments with modern technical equipment;

- Limited access to high-quality and high-speed Internet;
- Poor equipment of teaching and laboratory classrooms with modern instructional technologies and equipment;
- Low salary levels of academic staff;
- Insufficient sports facilities and equipment;
- Ineffective career guidance and outreach among prospective students;
- Outflow of qualified personnel to other sectors;
- Limited student involvement in University governance;
- Weak performance of the student trade union.

(O) Opportunities

- Possession of a special university status;
- Availability of state-funded places in teacher education programs;
- Increase in government funding to create additional state-funded places in high-demand specialties;
- Integration into the international academic community;
- Expansion of academic, managerial, and financial autonomy;
- Growing demand for higher and postgraduate education;
- Digitalization across all areas of activity;
- Engagement of business communities to establish start-ups and co-working centers in order to attract investment for University development;
- Expansion of Master's and PhD training programs in various fields;
- Strengthening links with employers to enhance graduate employment;
- Expansion of high-demand specialties;
- Organization of guest lectures involving national and international experts to promote exchange of experience;
- Transparent and high-quality student admissions aimed at eliminating corruption;
- Creation of favorable conditions for faculty to increase salary levels;
- Development of innovation programs through the creation and dissemination of competitive technologies, fostering an entrepreneurial culture, and supporting innovative entrepreneurship;
- Creation and expansion of international joint educational programs to promote student and academic mobility;
- Improvement of education quality through the implementation of innovative approaches and learning strategies, modernization of teaching methodologies, and introduction of e-learning;
- Development and participation in international educational and research projects to improve and expand academic fields and specialties;
- Participation in university ranking systems and achievement of national and international accreditation standards;
- Cooperation with national and international enterprises and business companies.

(T) Threats

- Active competitive policies of other universities;
- Incomplete alignment of state educational standards with modern labor market requirements;
- Insufficient government funding for research activities, infrastructure development, and professional development of specialists;
- Weak system of professional development and pedagogical support for faculty in the use of modern higher education technologies;
- Absence of a state-funded system for professional development of educational institution leaders in the field of educational management.

PRIORITIES, GOALS AND OBJECTIVES OF THE STRATEGIC DEVELOPMENT

The Development Strategy of Issyk-Kul State University named after K. Tynystanov defines the following strategic directions:

1. Development of educational activities;
2. Strengthening the University's position as a research and innovation center;
3. Establishment of an effective internal regulatory, financial, and incentive-based management system under conditions of financial autonomy;
4. International cooperation and strategic partnerships;
5. Development of infrastructure and material and technical resources;
6. Academic and social support for students and staff;
7. Creation of a favorable developmental environment that promotes the high-quality professional and moral formation of students.

EXPECTED RESULTS

1. The educational activities of Issyk-Kul State University named after K. Tynystanov will achieve significant development, leading to improved quality of learning.
2. The University will reach a qualitatively new level as a research and innovation center, strengthening its position not only regionally, but also nationally and internationally in the fields of education and science.
3. An enhanced human resource management system will be established, based on linear-functional horizontal connections in the decision-making process.
4. International educational projects will be successfully implemented, utilizing innovative methods of cooperation with other universities and strategic partners.
5. The University's infrastructure will be improved and optimized, with modernized teaching and laboratory facilities.
6. Academic and social support for staff and students will be enhanced.
7. A favorable and developmental environment will be created to foster the high-quality professional and moral formation of students.

FINAL PROVISIONS

The University Strategy was approved by the Academic Council of Issyk-Kul State University named after K. Tynystanov on February 28, 2025, Protocol No. 7.

The Strategy is subject to review in the event of significant changes in the external or internal environment of the University, or the emergence of new strategic priorities in national education and science policy.

Responsible executor: Vice-Rector for Academic Affairs, Toktakunov Zh.Sh.