



KIMYO INTERNATIONAL UNIVERSITY IN TASHKENT

Strategic Development Department

Concept for the activities of the Strategic Development Department 2026–2030

English

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CONCEPT · EN**KIMYO INTERNATIONAL UNIVERSITY IN TASHKENT****APPROVED BY**

Rector of Kimyo International University in Tashkent

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**CONCEPT FOR THE ACTIVITIES OF
THE STRATEGIC DEVELOPMENT DEPARTMENT****2026–2030****Section 1****Introduction**

This Concept aligns the activities of the Strategic Development Department of Kimyo International University in Tashkent for 2026–2030 with the University's Development Strategy for the same period. It defines the Department's priorities, cooperation among its three constituent units, and arrangements for performance assessment and implementation monitoring.

The Department supports the use of education and labour market analysis, partnership projects and evidence on graduates' career outcomes in University development decisions. Its principal purpose is to strengthen the University's competitiveness through relevant educational provision, partnerships that deliver practical results, and support for graduates' professional development.

Role within the University Strategy

The University Strategy aims to develop KIUT into an internationally recognised university founded on research and innovation and to secure a place in the TOP-1000 of the QS World University Rankings by 2030. The Department contributes through employer engagement, analysis of educational needs, project partnerships, graduate employment and reliable management information.

The Concept follows the sequence of the 12 sections of the University Strategy. Each area is developed through tasks within the Department's remit. Decisions on the approval of academic programmes, assessment of research outcomes, international agreements and financial commitments are taken by the authorised University bodies.

Implementation period

In the 2026–2027 academic year, the focus will be on coordinating existing unit plans, standardising registers and reporting, and establishing baseline indicators. In 2027–2029, the quality of analysis and monitoring will be improved, and digital processes and effective partnerships will be expanded. In 2030, results will be assessed against the University Strategy and proposals for the next development period will be prepared.

The calendar-year stages are set out in Annex 1. Academic-year tasks will be linked to specific months and dates in annual work plans. Specific commitments in existing plans will remain applicable for their respective periods.

Section 2

Strategic Goals and Objectives

Strategic goal

To connect the University's education, research and innovation activities with labour market needs and partner capabilities, improve development decisions through evidence on graduate outcomes, and support the achievement of the University's institutional goals for 2030.

Department priorities

University priority	Department task and expected result
Transformation of education	Integrate evidence on market, applicant and employer needs with graduate outcomes; prepare substantiated proposals on academic programmes and admissions priorities.
Research and innovation	Engage suitable partners for applied research, grants, corporate education and industry projects; track initiatives through to results.
Internationalisation	Support the relevant University units through analysis of international markets and partners, joint projects and international alumni engagement.
Graduate competitiveness	Develop employment monitoring, career services, work placements and internships; communicate employer feedback to academic units.
Digital governance	Link partner, project and graduate registers; improve data quality and processing speed through the Alumni system and consolidated reporting.
Sustainable development and quality	Contribute to the University's sustainability, ranking and accreditation objectives through equal opportunities, socially beneficial partnerships and verifiable evidence.

Organisational responsibilities

The Department brings together the Project Management Unit, the Marketing and Academic Forecasting Unit, and the Alumni Relations Unit. The Head of the Department sets shared priorities, coordinates tasks and resources across units, consolidates results and submits matters requiring decisions by University management.

A single lead unit and supporting units will be designated for each joint initiative. Each result will be counted once in a common register. The units' standing responsibilities and their roles in joint initiatives are set out in Annex 1.

Section 3

Fundamental Principles of Higher Education

The Department applies the principles of the University Strategy to planning, partner selection, data collection and performance assessment.

Academic freedom and institutional autonomy

Market analysis and employer proposals are provided as evidence to inform academic decisions. Matters concerning educational content and research areas are considered within the remit of the relevant academic bodies and in accordance with the University's independent development priorities.

Integration of research and innovation

Partnership initiatives are assessed for the links they establish between learning, practical problems and research opportunities. Student placements, corporate assignments and grant proposals are developed with the relevant academic and research units.

Student-centred and competency-based education

Students' and graduates' professional needs inform career services, work placements and continuing education proposals. Employer competency requirements and alumni feedback contribute to improvements in programme learning outcomes.

Digital transformation

Data should be entered once and reused in the relevant processes. The effectiveness of digitalisation is assessed through data currency, processing time, and reductions in repetitive operations and errors.

Inclusiveness and sustainable development

Equal access to career events, partnership opportunities and information services will be ensured. Projects will take account of social benefit, responsible resource use and alignment with the Sustainable Development Goals.

Global openness

Relationships with international employers, partner organisations and graduates working abroad will be developed in accordance with the University's international cooperation procedures. Domestic and international experience will be analysed to improve educational provision and career services.

Academic ethics and integrity

Analysis, marketing materials and reports will use verified information. Results will not be overstated, and the purposes of personal data use and access rights will be defined. Matters involving conflicts of interest will be referred to the authorised management.

Section 4

Development in Line with the QS Ranking Methodology

The Department's principal contribution to the University's progress in international rankings is through systematic employer engagement, graduates' career outcomes and verifiable information. Activities will follow the methodology and reporting period agreed with the units responsible for rankings and accreditation.

Employer reputation

The Project Management Unit maintains a common register of partner employers, checks that contacts are current and records partnership results. Links between memoranda, placements, recruitment, joint projects and proposals on academic programmes will be documented. This information will be supplied for institutional work relating to Employer Reputation.

Employment and career outcomes

For Employment Outcomes, the Alumni Relations Unit analyses the Alumni Survey, employer feedback and direct contact findings together. Reports will identify employment and career outcomes, the graduate cohort, field of study, observation date, data source and coverage. Unverified cases will be recorded separately.

Evidence preparation and verification

Evidence of partnerships and placements, verified employer contacts, employment monitoring and surveys will be organised for QS, QS Stars and accreditation processes. Register entries will be linked to the relevant document or verification source; the version and date of submitted information will be retained.

The Department is responsible for the completeness, reliability and timely submission of its information. Ranking submissions, interpretation of methodological requirements and assessment of the University's overall results will be undertaken with the relevant authorised bodies. The TOP-1000 objective remains a University-wide outcome.

Section 5

Research Strategy

The Department contributes to the University's research capacity by connecting external partners' needs with academic and research capabilities. Its focus is on project initiatives addressing practical problems, grant partnerships and opportunities to apply research results.

Partnership-based project proposals

The Project Management Unit gathers practical problems from companies and organisations and reviews them with the relevant research and academic units. Each proposal will state the problem, the partner's involvement, the expected product or service, the delivery team, the timeframe and required resources.

The Marketing and Academic Forecasting Unit assesses market demand for project outputs, available alternatives and potential applications. The Alumni Relations Unit helps identify alumni experts working in the relevant field and potential partners.

Grants and priority research areas

Partnership proposals will be prepared for grant calls and corporate research opportunities. The University Strategy's priority areas of artificial intelligence, biotechnology, digital medicine, green energy, financial technology, smart cities, robotics and educational technology will receive priority consideration where relevant academic capacity and partner needs exist.

Research content, methodology and academic quality are determined by research leaders and the authorised units. The Department supports project preparation, partner engagement, and monitoring of agreed milestones and evidence.

Recording results

Grant applications submitted, projects supported, milestones completed and practical results confirmed by partners will be recorded separately. Submission of an application will not be recorded as funding secured. Publication and patent information will be obtained from the responsible units and incorporated into the University KPI system without double counting.

Section 6

Transformation of Education

The Department regularly provides analysis to align educational provision with labour market needs, applicants' expectations and graduate outcomes. This supports the University Strategy's priorities of outcome-based and competency-based education, practical training and lifelong learning.

Market analysis and academic forecasting

The Marketing and Academic Forecasting Unit examines demand for education, emerging occupations, competing universities' offerings and applicants' needs. The Project Management Unit provides employers' staffing and competency requirements, while the Alumni Relations Unit provides employment and career outcome data.

The consolidated analysis will generate proposals for new or updated academic programmes, admissions priorities and continuing education services. Admissions and student enrolment forecasts will be compared with the faculty or school capacity in terms of academic staff, infrastructure and placement provision.

Learning outcomes and practical training

Employer feedback and Alumni Survey findings will inform recommendations on programme learning outcomes (PLOs) and course learning outcomes (CLOs). The Department submits its conclusions to academic leaders and records the outcome of their consideration. Changes to curriculum content and assessment criteria will follow the relevant academic procedures.

Opportunities for dual education, work placements, internships, project-based learning, corporate education and short courses will be developed with partners. Microcredential and lifelong learning proposals will be considered in light of market needs and the University's educational capacity. Cooperation in developing the graduate profile is set out in Annex 2.

Marketing and admissions campaigns

Marketing performance will be assessed through conversion from enquiries to applications and from applications to admissions, by source and campaign. Repeat enquiries from the same person will be identified, and data will be reconciled with the unit responsible for admissions.

Preparations for the 2027–2028 admissions campaign will form part of the tasks for the 2026–2027 academic year. The Marketing Unit proposes target audiences and promotional priorities; the Project Management Unit maintains relationships with partner companies, educational institutions and training centres; and the Alumni Relations Unit contributes verified career outcomes and the involvement of active alumni.

Section 7

Internationalisation Strategy

The Department contributes to expanding the University's international partner network, increasing its visibility in international education markets and developing graduates' opportunities in the global labour market. Activities will be coordinated with the bodies responsible for international cooperation, academic affairs and admissions.

Partners and international projects

Potential partners will be assessed for their alignment with education and research priorities, opportunities for joint activities and expected results. The Project Management Unit registers and monitors projects, placements, internships and corporate initiatives undertaken within existing international partnerships.

Partnership contacts and demand analysis will support initiatives involving academic mobility, Erasmus+ and joint or double-degree programmes. Programme, agreement and recognition conditions will be developed by the relevant authorised units.

International education markets and alumni engagement

The Marketing and Academic Forecasting Unit analyses target overseas markets, audiences and competitors. Proposals to attract international students will be aligned with admissions arrangements, academic capacity and communications policy.

The Alumni Relations Unit develops relationships with graduates working abroad. Their involvement in mentoring, professional meetings, introductions to international employers and project partnerships will be supported.

Partnership effectiveness will be assessed through completed activities and verified results as well as the number of signed documents. The shares of international academic staff and international students will be monitored as University-level KPIs; the Department contributes within its remit.

Section 8

Innovation and Industry Integration

The Department organises the development of relationships between the University and employers into projects delivering practical education, research and economic benefits. The partner portfolio will evolve according to University needs, sector prospects and delivery capacity.

Memoranda and the project portfolio

A responsible person, work plan, timeframe and expected result will be identified for each active memorandum. Project objectives, stages, resources, status and implementation constraints will be recorded in a common register. Partnerships where activity has not yet started will be distinguished from those that have delivered practical results.

Initiatives will be selected according to their educational benefit, research or innovation potential, partner contribution, expected results and available resources. Work placements and internships, dual education, corporate training, applied and commercial projects, and grant applications constitute the priority portfolio.

Support for innovation initiatives

The Department supports the University Strategy's start-up incubator, technology transfer, industry advisory councils, innovation area and venture initiatives by identifying partners, validating market needs and preparing project proposals. Alumni experts and employers will be involved in mentoring, project discussions and pilot testing.

Intellectual property, commercialisation, investment, contractual and funding matters will be resolved by the authorised management and relevant units. The Department coordinates the partnership and implementation components of approved initiatives.

KIUT Job Fair and career partnerships

For the KIUT Job Fair, the Project Management Unit coordinates employers, vacancies, internship offers and organisational cooperation. The Alumni Relations Unit prepares and engages participants and tracks subsequent interviews, placements and employment outcomes. The Marketing Unit agrees information dissemination and audience engagement with the communications unit.

Opportunities offered, individuals benefiting from them and verified career outcomes will be recorded separately. Partner and participant feedback will inform improvements to future events and career services.

Section 9

Digital University Concept

In line with the University's Smart University and data-driven governance priorities, the Department integrates partnership, project, marketing and graduate information into a common reporting framework. Technical solutions will be developed with the unit responsible for digital technologies.

Linked registers and the Alumni information system

Partner, project, event and graduate records will be linked. Unique identifiers and agreed data fields will reduce double counting. The Alumni system will progressively incorporate database, employment monitoring, survey, communication and reporting functions.

During the 2026–2027 academic year, existing databases will be checked, and data owners, update intervals and reporting formats will be defined. Integration, automated analysis and the management dashboard will be expanded in subsequent stages based on operational experience. Exchange with University information systems will be organised in accordance with technical capabilities and approved requirements.

Graduation documents and services

The preparation of graduation documents will be standardised, and repetitive data entry and verification operations will be progressively automated. Official document information will be checked against approved academic sources. Final approval and document issuance will follow the authorised procedures.

Digital improvements will be assessed through processing time, manual operations, correction rates and user enquiries. Comparisons before and after automation will use the same types of processes.

Data quality and security

A responsible unit, data source, update schedule and access rights will be defined for each register. Duplicate records will be checked, change histories retained and unverified information flagged separately. Management reports will use aggregated indicators wherever possible.

Technical access controls, backups and information security will be provided with the digital technologies unit. The Department is responsible for the content, currency and proper use of information in its registers. AI-assisted analysis will be used only after human verification against its sources.

Section 10

Sustainable Development Strategy

The Department supports the University's sustainable development priorities through partnership projects, equal career opportunities and social outcomes. Its activities relate to SDGs 4, 9, 11, 13 and 17, concerning quality education, innovation, sustainable communities, climate responsibility and partnerships.

Equal opportunities and social responsibility

Information on career services, alumni events and partner opportunities will reach all relevant groups. Barriers to participation will be identified through surveys and enquiries, and accessibility needs and equal access will be considered when planning events.

Alumni mentoring, career guidance, lifelong learning and cooperation with local employers will support students' and graduates' professional development. Active alumni will be engaged in University projects and the professional community.

Sustainable projects and evidence

Project initiatives will specify the relevant Sustainable Development Goal, the expected social or environmental benefit and the means of verifying results. Partnerships concerning green technologies, resource efficiency and social entrepreneurship will be considered within the University's academic capabilities.

The Department supplies verified information about its projects, partnerships and services for the University's Green Campus, environmental management and ESG reporting. Campus infrastructure, energy consumption and carbon indicators will be assessed using information from the responsible units.

Resource use

Initiatives will be reviewed in terms of their benefits, costs, staffing and partner resources. Corporate education, grants and industry projects may help diversify the University's revenue sources. Financial outcomes will be recorded on the basis of information confirmed by the finance unit.

Section 11

KPI Dashboard

Performance will be monitored at two levels: the University's institutional targets for 2030 and the Department's operational indicators. University targets set the overall direction, while Department indicators assess its practical contribution, services and implementation quality.

University targets to be achieved by 2030

Strategic indicator	Target by 2030
Articles indexed in Scopus	More than 5000
Articles in high-impact Q1/Q2 journals	More than 700
Patents based on innovative developments and technologies created at the University	More than 200
Strategic international partnerships with leading universities, research centres and research institutes	More than 250
Share of international academics and researchers among academic staff	At least 20%
Share of international students in the student body	At least 15%
Graduate employment rate	98%
Position in the QS World University Rankings	TOP-1000

Source: KIUT Development Strategy 2026–2030, Section 11, pages 18–19 of the Uzbek version. These are University-level targets and are not to be interpreted as separate quantitative commitments assigned to the Department.

Setting Department indicators

Each indicator specification will record its definition, calculation method, data source, baseline, observation period, responsible unit and approved target. Quantitative targets will be approved in the annual plan on the basis of the baseline and available resources. An unavailable baseline will not be treated as zero; a task and deadline for establishing it will be assigned.

In the following table, MAFU means the Marketing and Academic Forecasting Unit; PMU means the Project Management Unit; ARU means the Alumni Relations Unit. Ratios are expressed as percentages. Where the denominator is zero, the indicator will not be calculated for that period.

Indicator	Calculation and verification source	Responsibility and frequency
Use of academic proposals	Proposals reviewed / proposals submitted; proposals used in decisions / proposals reviewed. Source: register of analytical proposals and decisions.	MAFU; quarterly
Admissions conversion	Applications / unique enquiries; admitted applicants / applications. Calculated for the same campaign and channel, without duplicates. Source: marketing and admissions data.	MAFU; monthly during the campaign and a final summary
Partnerships delivering practical results	Partners with documented results in the period / active partners with a plan for that period. Source: memorandum and partnership register.	PMU; quarterly
Timely completion of project milestones	Milestones completed on time / milestones due in the period. Source: project charters, plans and accepted deliverables.	PMU; monthly
Placement and internship outcomes	Places offered, individuals placed and individuals completing placements are recorded separately. Source: partner confirmation and academic unit information.	PMU; quarterly, with ARU
Alumni database coverage and currency	Unique graduates in the database / official graduate list; records verified in the period / records scheduled for verification. By field of study and graduation year.	ARU; quarterly
Alumni Survey response	Valid responses / unique graduates invited to participate. Source: distribution records and the cleaned survey dataset.	ARU; after each survey
Graduate employment	Graduates with verified employment / the observation cohort defined in the University methodology. Cohort, date, coverage and graduates with unknown status are reported separately.	ARU; quarterly monitoring and annual consolidation
Career service coverage	Number of unique service users and their share of the target group. Subsequent placements, interviews and employment outcomes are tracked separately.	ARU; quarterly
Digital process efficiency	Average time spent on the same process and the number of manual operations compared with the baseline. Source: system and process records.	Process owner; quarterly, with the IT unit
Data and document errors	Records or documents requiring correction / records or documents checked. Calculated separately for registers and graduation documents.	Relevant unit; monthly

Indicator	Calculation and verification source	Responsibility and frequency
Evidence quality and submission	Complete, verified evidence packages submitted on time / packages due in the period. Source: request and submission register.	All units; quarterly

Interpreting employment data

The observation cohort, calculation date, forms of employment and verification sources will be defined in the University-approved methodology. The survey response rate will not be substituted for the employment rate. Graduates who have not responded or whose status is unverified will be recorded separately; cohorts with different coverage will not be compared without explanation.

Dashboard and monitoring arrangements

The management dashboard will contain the following columns: priority task, lead and supporting units, specific deadline, approved indicator, actual result, implementation status, evidence of results, corrective action and expected result. The expected result will appear in the final column.

Each month, units report completed work, delays, their causes and upcoming tasks. The Department reviews consolidated results quarterly and assigns responsibility and deadlines for corrective action. At the end of the academic year, results, priorities for the following year and resource requirements will be submitted to University management.

Deadlines will be recorded by month and specific date; calendar-year quarters will not be confused with academic-year periods. Each reported result will be linked to a verifiable source. The Head of the Department ensures consistent consolidated reporting across the units.

Section 12

Conclusion

The Concept connects the Department's market analysis, partnership and alumni responsibilities with the University's education, research, innovation, internationalisation, digitalisation and sustainable development goals for 2026–2030. It will provide management with connected analysis and reports, track partnerships through to practical results and incorporate graduate experience into development decisions.

Implementation arrangements

An action plan will be prepared for each academic year on the basis of the Concept. The common plan will include cross-unit outcomes, major development projects and tasks requiring management oversight. Routine and recurring activities will remain in the individual unit plans and will be monitored through consolidated indicators.

Each major initiative will specify its purpose, expected result, lead unit, partners, timeframe, resources and evidence of completion. Activities requiring funding, contracts or additional resources will be undertaken on the basis of decisions by the authorised management.

Review and revision

The Concept will be updated in light of annual results, labour market needs and University development decisions. Revised priorities will be incorporated into subsequent unit work plans. Where University Strategy targets or the organisational structure change, Department tasks and relevant indicators will be aligned accordingly.

The final assessment in 2030 will compare achievements with the baseline and identify effective mechanisms and unresolved issues. These findings will inform the Concept for the next strategic period.

Annex 1**Department Structure and Development Roadmap 2026–2030**

This Annex sets out implementation at Department level of Annex 1 to the University Strategy, which addresses the new educational structure and development strategy. The Department works with the University's academic bodies in accordance with their approved names and responsibilities.

Constituent units and principal responsibilities

Unit	Principal responsibilities
Project Management Unit	Partner organisations; implementation of memoranda; project selection and monitoring; work placements and internships; grant and corporate project proposals.
Marketing and Academic Forecasting Unit	Education and labour markets; competitors and employer needs; marketing and admissions analysis; academic development and student enrolment forecasting.
Alumni Relations Unit	Graduate database and employment monitoring; alumni community; career services; graduation documents; analysis of career outcomes.

The Head of the Department coordinates unit priorities, shared resources, implementation and consolidated reporting. The lead unit for each initiative reports changes, risks and matters requiring decisions to the Head of the Department.

Cooperation among units

Joint task	Lead unit	Cooperation and result
Academic development proposals	Marketing and Academic Forecasting	The Project Management Unit supplies employer requirements, and the Alumni Relations Unit supplies employment and survey findings. A consolidated proposal is submitted to academic bodies.
KIUT Job Fair	Project Management	The Alumni Relations Unit tracks participants and subsequent outcomes; the Marketing Unit coordinates promotion with the communications unit.
Admissions campaign	Marketing and Academic Forecasting	The Project Management Unit maintains partner organisation contacts; the Alumni Relations Unit provides alumni participation and verified career outcomes.
Alumni system and employment	Alumni Relations	The Project Management Unit provides employer data and the Marketing Unit specifies analytical needs. The technical solution is developed with the IT unit.

Joint task	Lead unit	Cooperation and result
Ranking and accreditation evidence	Coordinated by the Head of the Department	Each unit verifies its own sources. Consolidated information is provided to the relevant University unit.

Project charter and resources

A major initiative's project charter will specify its name and problem statement, the relevant University Strategy priority, objective, lead unit, supporting units, external partners, milestones and specific dates, resources, approval requirements, risks, performance indicator and verification evidence.

Funding and staff workload will be assessed against available capacity. Unapproved funding or partner contributions will not be presented as secured resources. Agreed changes will be recorded in the register; for delayed milestones, the reason, corrective action, responsible party and revised deadline will be identified.

Development roadmap 2026–2030

The years and stage names follow the roadmap in Annex 1 to the University Strategy. Actions are adapted to the Department's remit; specific deadlines and quantitative targets will be set in the annual plan.

Year and stage	Principal actions	Expected result
2026 Laying the foundation	Agree unit plans; check partner, project and alumni registers; define data owners and reporting formats; establish KPI baselines.	Common planning and reporting procedures and verified baseline information.
2027 Expansion	Complete 2026–2027 academic-year tasks; prepare analysis for 2027–2028 admissions; expand effective partnerships and career services; implement priority Alumni system functions.	Market-informed admissions proposals and trackable partnership and alumni services.
2028 Rapid development	Develop industry and applied research projects; expand placements and internships; improve register data exchange and employment analysis.	Projects with practical results, linked information and analysis used in academic decisions.
2029 Global integration	Develop international partner and alumni networks; organise ranking and accreditation evidence; expand effective projects; prepare for the final assessment in 2030.	International partnership results and a verified institutional evidence package.
2030 Leadership	Assess Department results against University goals; compare them with the 2026 baseline; consolidate effective mechanisms; prepare the Concept for the next period.	Final assessment, sustainable operating mechanisms and proposals for the next strategic period.

Annex 2**KIUT Graduate Profile 2030**

The graduate profile in the University Strategy combines strong professional competence, digital literacy, a research orientation, innovative thinking, ethical responsibility, global competitiveness, contribution to society and readiness for lifelong learning. The Department connects this profile with employer requirements, alumni experience and career outcomes.

Connecting learning outcomes with the labour market

The University Strategy's "golden chain" follows this sequence: labour market requirements → graduate profile → programme learning outcomes (PLOs) → course learning outcomes (CLOs) → assessment and monitoring → competency attainment → employment and social impact.

The Department provides initial market information and subsequent employment outcomes for this chain. Academic units translate the profile into curricula and assessment criteria. Employer and graduate feedback informs the next improvement cycle.

Core competencies and the Department's contribution

Competency	Department support and verification source
Professional competence	Employer requirements, placements and internships, and analysis of professional employment. Source: partner feedback, placement outcomes and the Alumni Survey.
Critical thinking	Collect employer feedback on practical cases and project assignments. Source: partner recommendations and project outcomes.
Digital and AI skills	Identify digital skills required in the labour market and prepare relevant career support and continuing education proposals.
Research and innovation	Engage with partner problems, applied projects, start-up mentoring and alumni experts. Source: project register.
Leadership and teamwork	Create opportunities for team projects, mentoring and alumni initiatives. Source: participation records and partner feedback.
Communication skills	Career training, employer meetings and professional communication. Source: event outcomes and participant feedback.
Ethics and integrity	Communicate employers' expectations of professional responsibility to academic units and ensure integrity in reporting.
Global citizenship	Engage international alumni, people from different cultural backgrounds and social projects. Source: partnership and participation outcomes.

University graduate profile targets for 2030

Attribute	Target level
Professional skills	100%
Digital and AI literacy	95%
Research capability	92%
Critical thinking	90%
Innovativeness	88%
Communication	85%
Leadership	82%
Ethics and integrity	80%
Global citizenship	78%
Readiness for lifelong learning	75%

Source: University Strategy, Annex 2, pages 26–27 of the Uzbek version. These levels are University graduate profile targets, not achieved results. Assessment criteria and calculation methods will be established with the bodies responsible for academic affairs and quality.

Monitoring and feedback

The views of employers, academic staff, students, graduates, industry partners, and representatives of government and society will be considered in the relevant processes. The Department consolidates survey and employment information by field of study and graduation year and submits identified competency needs to academic units.

A survey response or participation in an event will not be treated as a final assessment of competency attainment. External evidence supplied by the Department will be considered alongside the University's learning outcome assessment system. Academic conclusions will inform subsequent partnership, career service and market analysis tasks.

Head of the Department _____ A. Aripov

Agreed:

Vice-Rector for Strategic Development
and Digitalization _____ U. Vosikov