

JALAL-ABAD INTERNATIONAL UNIVERSITY

Reviewed

at a meeting of the Academic Council
of Jalal-Abad International University
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APPROVED

Rector of Jalal-Abad International University

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**STRATEGIC DEVELOPMENT PLAN
OF JALAL-ABAD INTERNATIONAL UNIVERSITY
FOR 2024-2029**

**Strategic Development Plan
of Jalal-Abad International University
for 2024–2029**

Developed

by the Jalal-Abad International University working group on the development of the JIAU Strategic Development Plan for 2024–2029.

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of Jalal-Abad International University

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1. Strategic Development Plan for JAIU for 2024–2029

Title	Strategic Development Plan of Jalal-Abad International University for 2024–2029
Rationale for Development	The need to systematize the university's activities to fulfill the mission of JAIU, ensure its phased institutional development and sustainable growth, improve the quality of education, strengthen international competitiveness, and bring the university's activities into compliance with national and international requirements
Objective	To define the strategic priorities, goals, and mechanisms for the development of Jalal-Abad International University for 2024–2029, aimed at establishing a sustainable organizational, human resources, educational, scientific, and infrastructural foundation for the university, improving the quality of education, advancing science, strengthening international cooperation, and enhancing the competitiveness of JAIU
Main Objectives	1) Ensuring the implementation of JAIU's mission and strategic priorities; 2) Establishing and developing the organizational, regulatory, and managerial framework for the university's activities; 3) Improving the quality of educational activities in accordance with national and international standards; 4) Training highly qualified and competitive personnel in fields of high demand; 5) Developing research and innovation activities; 6) Expanding international cooperation, academic mobility, and the export potential of educational services; 7) improving human resources capacity, management systems, and corporate culture; 8) modernizing the material and technical infrastructure and the digital educational environment; 9) strengthening cooperation with employers and developing a graduate employment system; 10) enhancing the reputation and investment attractiveness of JAIU
Timeline and Implementation Phases	2024–2026 — Institutional Development Phase: establishing the university's regulatory, organizational, human resources, educational, and resource foundations; launching key areas of activity; and creating internal quality assurance mechanisms. 2026–2029 — sustainable development and growth phase: consistent implementation of strategic objectives, achievement of target indicators, expansion of areas of activity, and strengthening of JAIU's institutional capacity
Sources of Funding	Funding for the implementation of the strategic plan is provided by the university's own funds, income from core activities, attracted investments, grants, partnership projects, and other sources not prohibited by the legislation of the Kyrgyz Republic
Developer	Jalal-Abad International University
Scope of Implementation	The university's educational, research, international, human resources, management, financial and economic, information and digital, and administrative and operational activities
Implementation Mechanism	The strategic plan is implemented through development programs, annual plans, projects, events, and a system for monitoring performance indicators, with responsibilities distributed among the university's structural units
Monitoring and Control	Monitoring of the strategic plan's implementation is carried out by the university administration and the responsible structural units based on an analysis of the implementation of activities and the achievement of target indicators. Based on the monitoring results, adjustments to activities, refinements to the strategy's implementation mechanisms, and updates to annual plans are permitted
Expected Outcome	Establishing JAIU as a sustainably developing modern university with a high-quality educational environment, growing research activities, strengthening international cooperation, modern infrastructure, an

	effective management system, and competitive graduates
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2. Introduction

The Strategic Development Plan of Jalal-Abad International University for 2024–2029 is a foundational document that defines the strategic priorities, goals, objectives, and mechanisms for the phased development and sustainable growth of the university over the medium term. This document aims to ensure the consistent development of JIU as a modern university focused on high-quality education, scientific advancement, international cooperation, innovation, and increased competitiveness within the national and international educational landscape.

A distinctive feature of this strategic plan is that it has been developed for a university that began operations in the 2024–2025 academic year. In this regard, the strategic development of JAIU is taking place during the initial stage of institutional formation, when tasks related to establishing the organizational structure, regulatory framework, human resources, educational environment, management system, international relations, and material and technical infrastructure are being addressed simultaneously.

The strategic plan reflects the university's commitment to systematic development across all key areas of activity and serves as the foundation for coordinating the work of structural units, developing annual plans, making management decisions, allocating resources, and evaluating results achieved. The implementation of this plan is aimed at improving JAIU's educational, research, international, human resources, financial and economic, administrative and operational, and information and digital activities.

The development of the strategic plan is driven by the need to systematize the university's activities in fulfilling its mission, ensuring sustainable institutional development, strengthening human resource capacity, modernizing infrastructure, and aligning operations with contemporary national and international requirements for higher education. In the context of the transformation of the educational environment, increased competition in the educational services market, rising demands for the quality of specialist training, the digitization of processes, and the expansion of international academic ties, strategic planning is becoming an essential tool for the effective management of the university.

At the initial stage of JAIU's operation, priority is given to establishing an internal quality assurance system, developing and implementing local regulatory documents, creating a sustainable management model, recruiting faculty, developing the educational and methodological base, gradually expanding educational programs, creating conditions for practice-oriented student training, and establishing cooperation with employers, partners, and international organizations.

JAIU views strategic development as a purposeful and phased process of transition from the stage of institutional formation to the stage of sustainable growth and expansion of the university's capabilities. Of paramount importance in implementing the strategy are the introduction of innovative educational technologies, the development of academic mobility, increased publication activity, the expansion of partnerships, the development of a digital educational environment, and the establishment of a sustainable connection between the university and the labor market and employers.

The strategic plan is focused on training highly qualified, competitive, and socially responsible professionals who are in demand in modern society and capable of effectively solving professional challenges at the national and international levels. A key component of the strategy's implementation is enhancing the attractiveness of JAIU for domestic and international students, developing a multilingual educational environment, strengthening the university's reputation, and expanding its participation in national and international educational and scientific initiatives.

This strategic plan covers the period 2024–2029 and will be implemented in two phases. The first phase involves establishing the organizational, regulatory, human resources, and resource base

necessary to implement JAIU's strategic priorities, launching key educational, administrative, and infrastructure processes, and creating internal quality assurance mechanisms. The second phase involves the sequential implementation of planned activities, the achievement of target indicators, the expansion of areas of activity, and the consolidation of the results of sustainable institutional development.

The main strategic directions for JAIU's development are the advancement of educational and research activities, the development of partnerships and international activities, the development of the university's financial and economic activities and infrastructure, as well as the development of a graduate employment system. Specific goals, objectives, measures, implementation mechanisms, and expected results are outlined for each of these areas.

Monitoring of the strategic plan's implementation will be conducted based on an analysis of the implementation of measures, the achievement of target indicators, and an assessment of the effectiveness of the relevant structural units. Based on the monitoring results, measures may be updated and specific mechanisms for implementing the strategy may be refined, taking into account changes in the external and internal environment. This approach ensures the flexibility, manageability, and practical focus of the strategic plan as a tool for the consistent establishment and development of JAIU.

3. The University's Mission, Goals, Objectives, and Values

3.1. Mission of JAIU

To prepare a new generation of professionals by integrating cutting-edge educational technologies and scientific research, capable of addressing global challenges of sustainable social development and ready to compete effectively in the labor market.

JAIU's mission reflects the university's strategic focus on creating a modern educational and scientific environment that aligns with national development priorities and international standards for higher education quality. The implementation of JAIU's mission during the university's initial operational phase is focused on the phased establishment of a sustainable institutional system that ensures high-quality training of specialists, the advancement of science, the implementation of innovations, the strengthening of international cooperation, and the expansion of the export potential of educational services.

JAIU views its mission as a long-term foundation for building a modern university that combines education, research, practice-oriented training, digital technologies, and intercultural interaction. In the long term, the implementation of the university's mission should ensure its transition from the stage of institutional formation to the stage of sustainable development and the strengthening of its position in the national and international educational landscape.

3.2. Strategic Development Goals of JAIU

JAIU's strategic goals are defined with consideration for the university's initial operational phase and are aimed at creating a sustainable foundation for its further development, improving the quality of education, strengthening scientific potential, and fostering a modern academic environment.

The strategic goals of JAIU include:

1. the formation and development of an effective organizational, regulatory, and management system for the university that ensures the sustainability of its operations and development;

2. ensuring the quality of educational activities in accordance with national and international requirements, as well as creating conditions for training competitive specialists;
3. developing research and innovation activities as the foundation for strengthening JAIU's academic reputation and human resources;
4. expanding international cooperation, academic mobility, and the export potential of educational services;
5. developing human resources, corporate culture, and a system for the professional growth of university staff;
6. strengthening financial and economic stability and the phased development of the university's material, technical, digital, and social infrastructure;
7. establishing an effective system of interaction with employers, alumni, and partners aimed at enhancing the practical relevance of education and facilitating graduate employment.

3.3. Main Objectives of JAIU

To achieve its strategic goals, JAIU has identified the following main objectives:

1. developing and improving the local regulatory framework governing the main processes of the university's educational, scientific, international, human resources, financial, economic, and administrative activities;
2. creating and developing an internal system for ensuring the quality of education, including mechanisms for monitoring, evaluation, self-analysis, and continuous improvement;
3. ensuring the implementation and development of educational programs in accordance with state educational standards, labor market requirements, and modern approaches to the quality of professional training;
4. developing teaching and methodological support for disciplines, educational programs, and the digital educational environment;
5. introducing modern educational technologies, e-learning and blended learning formats, information services, and automated educational management systems;
6. gradually expanding the range of educational programs and fields of study, taking into account the needs of society, the state, and the labor market;
7. building and developing the faculty, providing professional development for university staff, and attracting young specialists, practicing professionals, and foreign instructors;
8. development of research activities, support for research initiatives by faculty and students, increased publication output, and expanded participation in research projects;
9. developing partnerships with domestic and international educational, scientific, medical, public, and other organizations;
10. creating conditions for practice-oriented training of students, strengthening ties with employers, and expanding the internship base;
11. developing financial and economic mechanisms for the university's sustainable operation, improving resource efficiency, and diversifying funding sources;
12. modernizing the educational, scientific, administrative, social, and digital infrastructure of JAIU;
13. developing a system for graduate employment assistance, career guidance, career support, and alumni engagement;
14. fostering an academic culture based on the values of quality, responsibility, professionalism, respect, openness, and intercultural interaction;
15. strengthening JAIU's professional reputation and increasing its visibility in the national and international educational sphere.

3.4. Values of JAIU

During its institutional formation and further development, JAIU adheres to the following core values:

Quality and Responsibility — a focus on high-quality education, research, and administrative activities, as well as accountability for decisions made and work outcomes.

Academic Integrity and Honesty — adherence to the principles of good faith, ethics, transparency, legality, and respect for the norms of academic culture.

Professionalism — a commitment to high levels of competence, discipline, pedagogical skill, and continuous professional growth.

Innovation — openness to new ideas, technologies, forms of learning, research, and management decisions.

Respect and Cultural Diversity — recognizing the value of the individual, respecting cultural, linguistic, national, and social differences, and fostering a tolerant and inclusive academic environment.

Partnership and collaboration — fostering interaction within the university and beyond, supporting teamwork, mentorship, and constructive dialogue.

Student-centeredness — creating conditions for students to realize their potential and supporting their academic, professional, and personal development.

Openness and development — a commitment to self-reflection, renewal, continuous improvement, and progress toward sustainable growth.

3.5. Desired Qualities of a JAIU Graduate

A JAIU graduate must possess the knowledge, skills, competencies, and personal qualities that ensure their readiness for professional activity, further education, social responsibility, and adaptation to the changing conditions of modern life and work.

A JAIU graduate must:

1. possess systematic theoretical and practical knowledge in their chosen field of study;
2. be able to apply the acquired knowledge to solve professional, academic, and practical problems;
3. possess skills in critical thinking, information analysis, informed decision-making, and accountability for the results of one's work;
4. be prepared to use modern digital, information, and communication technologies in professional practice;
5. be able to work in a team and interact effectively with colleagues, partners, employers, and representatives of various social and cultural groups;
6. demonstrate academic integrity, professional ethics, discipline, and respect for the norms of business and professional communication;
7. be prepared for self-education, professional development, acquiring new knowledge, and adapting to changes in the labor market;
8. possess civic maturity, social responsibility, and respect for cultural diversity;
9. be competitive, proactive, and capable of constructively contributing to the development of society, the professional community, and the state.

For medical programs, JAIU graduates must additionally demonstrate readiness for practical work in the healthcare sector, adherence to professional ethics, effective communication, and the application of modern approaches to solving professional challenges.

4. Analysis of the Current State and Prerequisites for the Strategic Development of JAIU

Jalal-Abad International University began operations in the 2024–2025 academic year. Consequently, the university's strategic development is taking place during the initial stage of institutional formation, the establishment of its organizational structure, regulatory framework, human resources, educational environment, management system, international relations, and material and technical infrastructure.

The current stage of JAIU's development is characterized by the need to simultaneously address the challenges of launching and ensuring the sustainable development of the university's core activities. These tasks include establishing an effective management system, ensuring a regulatory, legal, and pedagogical framework, staffing the university, organizing a high-quality educational process, developing international activities, creating the necessary infrastructure, and establishing mechanisms for internal quality assurance in education and monitoring of performance outcomes.

An analysis of JAIU's current state under these conditions is aimed not so much at evaluating long-standing results as at identifying the university's starting potential, identifying key organizational, personnel, educational, scientific, international, and infrastructural prerequisites for development, as well as identifying the main risks, constraints, and growth areas for 2024–2029.

The results of this analysis serve as the basis for defining the strategic directions of JAIU's development and for formulating consistent management decisions that ensure the university's transition from the stage of institutional formation to the stage of sustainable development.

4.1. General Characteristics of the University's Current Status

JAIU began operating as a higher education institution focused on training competitive specialists, developing research activities and international cooperation, and fostering a modern academic environment. At the current stage, the university is undergoing a period of institutional development, during which the management system, structural units, educational infrastructure, staff, and organizational mechanisms are being established.

A distinctive feature of JAIU's current status is the combination of launching educational activities with the need to lay the foundations for long-term sustainable development. In this regard, priority is given to establishing a regulatory framework, ensuring the quality of the educational process, recruiting students, staffing the faculty, developing international relations, and gradually strengthening the material and technical infrastructure.

During the initial phase of operation, the university establishes its institutional identity, a system of internal processes, and mechanisms for interaction between the administration, faculty, students, employers, and external partners. This requires the systematic development of all key areas of activity based on a strategic approach and phased development.

4.2. Analysis of Educational Activities

At the current stage, JAIU's educational activities are focused on organizing and ensuring the educational process in accordance with state educational standards, licensing requirements, and modern approaches to the quality of higher education. The university develops and refines educational programs, teaching and methodological support for disciplines, the system for organizing the educational process, and the digital educational environment.

For JAIU, as a new university, the creation of a regulatory and teaching-methodological framework, the development and updating of educational programs, the provision of necessary teaching materials for disciplines, the creation of schedules and academic documentation, as well as the establishment of an internal quality control system for the educational process are of paramount importance.

The prospects for the development of educational activities are linked to the phased expansion of the list of educational programs, the development of a multilingual educational environment, the introduction of modern educational technologies, the strengthening of practice-oriented training, the use of digital services and automated management systems, as well as the development of an internal quality assurance system and readiness for accreditation.

4.3. Analysis of Research Activities

Research activities at JAIU are established as one of the university's strategically significant areas of development. At the initial stage, particular importance is placed on creating conditions for the involvement of faculty and students in research activities, fostering a culture of research, supporting publication efforts, and establishing the university's research priorities.

Currently, it is important for JAIU to identify research areas that align with the university's profile and societal needs, organize faculty and student participation in scientific events, develop cooperation with scientific organizations and universities, and gradually establish its own research initiatives and projects.

The main objectives in this area are to strengthen scientific capacity, support young researchers, develop student research, expand participation in conferences, projects, and grant initiatives, and create the conditions for increased publication activity and the integration of JAIU into the national and international scientific community.

4.4. Analysis of International Activities and Partnerships

JAIU's international activities during its formative stage are viewed as a key factor in enhancing the university's competitiveness, developing a multilingual educational environment, and expanding educational opportunities for students and faculty. The university is focused on developing cooperation with foreign and domestic educational, scientific, medical, public, and other organizations, as well as on establishing a sustainable system of external relations.

For the new university, establishing partnerships, creating a contractual framework, expanding the international student body, creating conditions for academic mobility, and attracting foreign faculty, experts, and practicing professionals are of particular importance. At the same time, it is necessary to establish systematic cooperation with partner organizations, employers, and entities that facilitate the recruitment and support of international students.

The potential for further development of JAIU's international activities lies in expanding the geographic scope of partnerships, strengthening academic mobility, implementing joint educational and research initiatives, participating in international projects and programs, as well as improving the quality of support for international students and strengthening JAIU's reputation as an internationally oriented university.

4.5. Analysis of Human Resource Potential

JAIU's human resources capacity is one of the key conditions for its sustainable establishment and further development. In the initial phase of the university's operation, priority is given to recruiting

and retaining qualified faculty, forming an administrative and management team, distributing functional responsibilities, and creating conditions for the professional growth of staff.

Current priorities for JAIU include increasing the proportion of faculty members with advanced degrees, attracting young specialists, foreign faculty, and practicing professionals, as well as organizing a system for professional development, onboarding new employees, and building a talent pool.

The development of the university's human resources potential must be based on the principles of professionalism, academic responsibility, transparency, performance incentives, and continuous professional development. In the long term, this will enable the formation of a stable core staff capable of ensuring the implementation of educational programs, the advancement of science, and the effective management of the university.

4.6. Analysis of the Financial and Economic Condition and Infrastructure

The financial and economic stability and state of JAIU's infrastructure are critical to the successful implementation of the university's strategic goals. In the initial phase of operation, particular importance is attached to the development of a sustainable financial model that ensures the launch and development of core processes, as well as the creation of the minimum necessary material, technical, and digital infrastructure for full-scale educational, scientific, and administrative activities.

Priority tasks in this area include securing sufficient financial resources, diversifying funding sources, rational use of the budget, developing an internal financial control system, modernizing educational facilities, equipping classrooms, ensuring internet access, developing library and other resources, as well as establishing and expanding internship programs.

Given that JAIU is still in its formative stage, there is a need for the phased strengthening of educational, scientific, social, and digital infrastructure; the improvement of conditions for students and staff; and the development of a resource base commensurate with the university's sustainable growth objectives.

4.7. Key Challenges, Risks, and Growth Opportunities

An analysis of JAIU's current state identifies a number of key challenges that will shape its development in the medium term. These include the need for accelerated institutional development, limited initial resources, the critical importance of staffing, the need to simultaneously launch and improve internal processes, increased competition in the educational services market, and rising demands for educational quality and accreditation readiness.

The main risks include the insufficient stability of certain management and organizational mechanisms at the initial stage, a shortage of qualified personnel in certain fields, limited financial and infrastructure resources, insufficient maturity of the internal quality assurance system, as well as potential challenges related to student recruitment, international activities, and the establishment of sustainable external partnerships.

At the same time, JAIU possesses significant potential for development. Key growth areas include the establishment of a modern, internationally oriented university, the development of multilingual education, the expansion of the student body, the digitization of processes, the development of practice-oriented education, the strengthening of research activity, the establishment of a career support system for graduates, and the creation of a sustainable management model based on quality, partnership, and phased development.

The results of the analysis confirm the need to implement JAIU's strategic development directions for 2024–2029, focused on creating a high-quality educational environment, advancing research, international activities, financial and economic sustainability, infrastructure, and a graduate employment system.

Below is a formal **SWOT analysis** of JAIU, adapted to your specific case: **the university began operations in the 2024–2025 academic year**.

It is best to insert this at the end of Section 4 as a separate subsection:

4.8. SWOT Analysis of JAIU

A SWOT analysis allows us to summarize the results of the assessment of the university's internal state and external environmental factors, identify its strengths and weaknesses, and highlight the main opportunities and threats affecting JAIU's strategic development for 2024–2029.

Strengths

1. the university operates based on a modern strategic approach focused on phased institutional development and sustainable growth;
2. the presence of a clearly articulated mission, strategic goals, and development directions;
3. The university's international focus and commitment to developing a multilingual educational environment;
4. the ability to shape internal processes, organizational structure, and regulatory framework on a modern basis without excessive reliance on previously established models;
5. readiness to implement innovative educational technologies, digital solutions, and modern management methods;
6. a focus on integrating education, science, practice-oriented training, and international cooperation;
7. potential flexibility in launching new educational programs and adapting to labor market needs;
8. the ability to establish a quality system, academic culture, and personnel policy during the university's formative stage;
9. a focus on developing partnerships with employers, as well as domestic and international educational and scientific organizations;
10. potential to build a modern reputation for the university as a new, dynamically developing educational institution.

Weaknesses

1. the university is in its initial stage of operation and lacks a long history of institutional development;
2. Limited regulatory, personnel, organizational, and infrastructure foundations at the outset;
3. the need to simultaneously launch a large number of processes: educational, scientific, human resources, international, financial, and administrative;
4. insufficient maturity of the internal quality assurance system and monitoring mechanisms at the initial stage;
5. limited human resources, including an insufficient proportion of faculty members with advanced degrees and practical international experience;
6. the need for further development of the educational and methodological base, digital environment, and administrative services;
7. lack of accumulated statistics on graduates, employment, research output, and sustainable performance indicators;
8. limited development of academic schools, research projects, and grant activity;

9. the dependence of development rates on the pace of student enrollment growth and the strengthening of financial stability;
10. the need for systematic work on positioning and raising the profile of JAIU.

Opportunities

1. growing demand for high-quality higher education, including internationally oriented and multilingual educational programs;
2. the development of educational services exports and the attraction of international students;
3. expanding cooperation with foreign and domestic universities, research centers, medical institutions, and other organizations;
4. Utilization of modern digital platforms, LMS, and management automation tools;
5. the formation of a new academic culture based on quality, openness, innovation, and accountability;
6. participation in grant, research, educational, and international projects;
7. creating new educational programs that take into account the needs of the labor market, society, and the state;
8. developing a system of practice-oriented education, internship bases, and targeted collaboration with employers;
9. establishing an effective system for career guidance and graduate employment;
10. the opportunity to carve out a niche in the regional, national, and international educational landscape as a young and developing university.

Threats

1. intense competition in the educational services market from existing universities;
2. increasing demands regarding the quality of education, staffing, infrastructure, and readiness for accreditation;
3. a potential shortage of qualified faculty and research staff;
4. financial constraints associated with the need to simultaneously develop several areas of activity;
5. risks of insufficient student enrollment, especially during the initial development phase;
6. potential difficulties in establishing a sustainable international partnership network and attracting foreign faculty;
7. rapidly changing labor market demands and the need for constant updating of educational programs;
8. external economic, demographic, and regulatory factors affecting the university's growth rate;
9. the risk of a formalistic approach to building a quality and monitoring system without actual managerial effectiveness;
10. the risk of overburdening the management system when launching a large number of processes and projects simultaneously.

Conclusion on the SWOT Analysis

The SWOT analysis conducted shows that JAIU possesses significant potential for phased establishment and sustainable development as a modern, internationally oriented university. Key strengths include strategic focus, the ability to establish internal processes on a modern foundation, flexibility in developing educational programs, and a focus on innovation, quality, and partnership.

At the same time, the successful implementation of the strategy requires taking into account objective constraints related to the initial stage of the university's operation, the need for accelerated institutional development, strengthening human resources, developing infrastructure, and establishing a sustainable quality management system.

The results of the SWOT analysis confirm the appropriateness of the selected strategic directions for the development of JAIU and the need for their consistent implementation, relying on internal resources, partnerships, modern management approaches, and mechanisms for continuous monitoring and adjustment.

5. Strategic Development Directions and Expected Results

The Strategic Development Plan of Jalal-Abad International University includes the main directions for the development and improvement of the university's activities, ensuring the achievement of its mission, strategic goals, and objectives for the period 2024–2029. The implementation of each strategic direction involves achieving specific results, confirmed by a system of target indicators.

5.1. Development of Educational and Research Activities

Objective of the Direction

To ensure the sustainable development and further improvement of the university's educational and research activities based on modern requirements for educational quality, the integration of science and practice, innovative approaches to teaching, and the enhancement of JAIU's competitiveness.

Main objectives

To achieve this objective, the following tasks are to be addressed:

1. improving the pedagogical, methodological, regulatory, and organizational framework governing the university's educational and research activities;
2. developing a system for managing the educational process and scientific activities, including monitoring the activities of structural units and increasing their accountability for results;
3. developing and implementing new educational programs for undergraduate, continuing, and postgraduate education, taking into account the needs of the labor market, society, and the state;
4. improving the automated information system for managing the educational process and developing the digital educational environment;
5. developing a system for training, career guidance, and selection of students, including foreign citizens;
6. implementing and developing an internal system for ensuring the quality of education, and conducting internal and external audits of educational programs;
7. improving personnel policies regarding competitive selection, professional development, and the enhancement of the professional potential of the faculty and university staff;
8. creating conditions for practice-oriented student training and the development of clinical, industrial, and other professional internships;
9. developing the university's collaboration with employers, government agencies, professional communities, students, and other stakeholders;
10. developing research structures and supporting the scientific and innovative activities of faculty, staff, and students;
11. creating conditions for identifying and supporting talented students and involving them in research and project activities;
12. developing mechanisms to stimulate the scientific activity of the faculty, increase publication output, and improve the quality of research;
13. integrating the university's scientific activities into the national and international scientific community through cooperation with universities, scientific centers, research organizations, enterprises, and professional communities;
14. expanding fundamental, applied, and problem-oriented research in relevant areas of science and practice;

15. increasing the relevance of the university's research results in the educational, social, industrial, and expert-analytical spheres.

Expected Results

Upon completion of this initiative, the following results are expected:

1. improving the quality of educational activities and ensuring that educational programs comply with national and international standards;
2. expanding the range of educational programs and fields of study;
3. strengthening the university's human resources and improving the qualifications of the faculty;
4. development of a multilingual educational environment and enhancement of the international appeal of educational programs;
5. an increase in the number of students, including international students;
6. strengthening the internal quality assurance system for education and completing accreditation procedures;
7. increasing the level of student and faculty engagement in research activities;
8. an increase in the number of scientific publications, academic events, projects, and partnerships;
9. developing a digital educational environment, automating the learning process, and improving access to educational resources;
10. strengthening cooperation with employers and increasing the practical orientation of graduate training.

Table 5.1.A. Target values for indicators of implementation of Area 5.1

“Development of Educational and Research Activities”

No.	Indicator	Baseline	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
Section 1. Educational Activities							
1	Minimum planned number of students in educational programs, persons	100	100	170	275	350	450
2	Number of licensed educational programs, units	5	5	5	6	6	7
3	Number of new or updated educational programs, units	1	1	1	1	1	3
4	Percentage of educational programs supported by teaching materials, %	100	100	100	100	100	100
5	Percentage of educational and research processes supported by internal regulatory documents, %	100	100	100	100	100	100
6	Number of students who are winners and prize winners of international, national, and interuniversity academic competitions, persons	0	0	1	2	3	5
7	Number of students participating in international, national, and interuniversity scientific and educational events, persons	0	0	3	7	10	20
Block 2. Quality of Education and Human Resources							
8	Existence of institutional accreditation, fact	0	1	-	-	-	-
9	Number of educational programs that have undergone international program accreditation, units	0	2	-	3	-	1
10	Percentage of teaching staff positions filled for the educational programs offered, %	100	100	100	100	100	100
11	Percentage of teaching staff holding academic degrees, %	33	33	42.5	53	54.5	70
12	Number of foreign faculty and researchers, persons	2	2	6	8	8	10
13	Number of faculty members who have received professional development at leading centers in the Kyrgyz Republic and abroad, persons	3	3	10	20	27	30
14	Number of teachers who have completed professional development in pedagogy, psychology, and their subject area, persons	0	0	5	10	15	20

15	Percentage of young teaching and research staff under 35 in the total faculty, %	20	20	25	30	30	35
16	Number of practicing professionals involved in teaching professional disciplines, people	0	0	4	6	10	15
Section 3. Research Activities							
17	Student involvement in research activities and projects, %	0	0	5	10	20	30
18	Percentage of young scientists participating in academic mobility, %	0	0	2	3	7	12
19	Percentage of faculty members who are members of dissertation committees, %	0	0	1	1	2	3
20	Number of academic publications in local and international journals per year, units	10	10	20	30	40	50
21	Number of articles in Web of Science-indexed journals per 100 FTE, units	0.01	0.01	0.02	0.04	0.06	0.1
22	Number of articles in Scopus-indexed journals per 100 FTE, units	0.01	0.01	0.02	0.04	0.06	0.1
23	Number of articles in RINC-indexed publications per 100 FTE, units	0.08	0.08	1.0	5.0	10.0	15.0
24	Number of academic journals, including electronic ones, published by the university, units	0	0	1	1	1	1
25	Minimum number of university educational and scientific events involving students and faculty, units	3	3	5	7	8	10

Yes. This section also needs to be updated to reflect **the document's new structure**:

1. **4.2 → 5.2**
2. **Table 3A → Table 5.2.A**
3. and, given that JAIU only began operations in **the 2024–2025 academic year**, it is advisable to slightly adjust **the program's objective**.

Below is **the final version**.

5.2. Development of Partnerships and International Activities

Objective

Establishing and developing a sustainable system of mutually beneficial partnerships between JAIU and domestic and international educational, scientific, medical, public, and other organizations, as well as the phased expansion of the university's international activities aimed at improving the quality of education, developing academic mobility, attracting international students, and strengthening JAIU's international reputation.

Main Objectives

To achieve this goal, the following tasks are to be addressed:

1. establishing, expanding, and strengthening partnerships with leading foreign and domestic educational, scientific, medical, and other organizations, associations, and institutes;
2. developing academic and scientific cooperation with local and foreign partners in the fields of education, science, medicine, and practical training;
3. implementing joint educational, scientific, cultural, and professional projects with government, public, and international organizations;
4. developing a system to attract international students to the university and expanding the export potential of educational services;
5. establishing and systematizing cooperation with companies and organizations involved in the recruitment and support of international students;
6. expanding academic mobility for students, faculty, researchers, and university staff;
7. attracting foreign faculty, scholars, experts, and practicing professionals to the university's educational and research activities;
8. developing the internationalization of the educational process, including through the implementation of joint educational programs, courses, lectures, research schools, and other forms of academic collaboration;
9. participation of JAIU in international, national, and regional educational, scientific, medical, and professional associations, networks, and organizations;
10. expanding contractual relationships with internship sites, medical organizations, enterprises, institutions, and other partner entities;
11. the university's participation in international and national projects, competitions, grant programs, conferences, and other initiatives;
12. developing targeted training programs for master's students, doctoral candidates, young faculty members, and researchers at leading foreign universities and research centers;
13. creation of joint platforms, centers, associations, and initiatives with partner organizations for the long-term development of the university's educational, research, and international activities.

Expected Results

Upon completion of this initiative, the following results are expected:

1. expansion of JAIU's network of international and national partners;

2. an increase in the number of international students, faculty, and researchers involved in the university's activities;
3. an increase in the volume of funds attracted from foreign citizens and international educational projects;
4. development of academic mobility for students and staff;
5. enhancing the level of internationalization of the educational process;
6. creating and developing joint educational programs, including dual-degree programs;
7. expanding the number of internship sites and strategic partnerships with partner organizations;
8. increasing JAIU's participation in international and national projects, competitions, and programs;
9. strengthening the university's international recognition and reputation;
10. establishing a sustainable system of external relations that contributes to improving the quality of education, research, and practical training.

Table 5.2.A. Target values for indicators of implementation of priority area 5.2

“Development of Partnerships and International Activities”

No.	Indicator	Baseline	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
1	Minimum number of international students to be recruited for each academic year, persons	100	100	120	215	270	350
2	Revenue from educational activities received from foreign citizens and foreign legal entities, in thousands of som	20,000	20,000	40,000	82,000	129,000	187,000
3	Percentage of foreign citizens among master's and doctoral students in the total number of master's and doctoral students, %	0	0	0	0	0	1.0
4	Exchange students arriving for a period of at least one semester, per 100 students in the specified group, persons	0	0	2	5	10	20
5	Number of foreign faculty members and researchers recruited by the university	3	3	6	8	10	15
6	Number of visiting foreign faculty members and experts invited to teach courses, give lectures, and engage in other activities	2	2	4	7	10	12
7	Joint international educational programs, including dual-degree programs, units	0	0	0	0	1	2
8	Membership or inclusion in the registry of international, regional, and national educational, scientific, and medical associations,	1	1	1	1	3	5

	organizations, and unions, units						
9	Number of enterprises serving as internship sites with which contractual relationships have been established, units	5	5	8	10	15	20
10	The university's international and local partners in academic and other areas of activity, units	6	6	15	23	27	35
11	University participation in international and national scientific and educational competitions and projects, units	1	1	2	3	4	7
12	Number of individuals sent for specialized training of master's and doctoral students at leading foreign universities, persons	0	0	0	2	3	5
13	Number of companies supplying international students with whom a systematic working relationship has been established, units	1	1	1	1	2	2
14	Number of national and international associations, organizations, and societies established by the university in collaboration with partners, units	0	0	0	1	1	3

5.3. Development of the University's Financial and Economic Activities and Infrastructure

Objective

Formulation and development of a sustainable financial and economic policy for JAIU that ensures sufficient financial resources to achieve the university's strategic development goals, as well as the phased creation and development of modern university infrastructure through the modernization, expansion, and effective use of the material and technical base.

Main Objectives

To achieve the stated objective, the following tasks are to be addressed:

1. ensuring the university's financial stability based on modern financial management approaches, taking into account external conditions and the internal needs of JAIU;
2. developing an effective multi-channel financing mechanism through the diversification of revenue sources, expansion of activities, and strengthening of partnerships;
3. optimizing expenses and improving the efficiency of financial resource utilization, including through the improvement of the organizational structure and the rational distribution of workloads;
4. developing a system of internal financial control and audit aimed at compliance with the laws of the Kyrgyz Republic, transparency of financial transactions, and improving the effectiveness of financial and economic activities;
5. implementation and development of automated information systems and digital solutions in the areas of financial management, accounting, control, and administration;
6. modernizing, expanding, and updating the university's infrastructure, including classrooms, libraries, laboratories, research facilities, and other resources;
7. developing the university's own production and practice-oriented facilities, including clinical, educational, and other facilities for practical training;
8. improving social infrastructure to meet the needs of students and staff, and creating comfortable conditions for learning, housing, dining, leisure, and cultural, intellectual, and athletic development;
9. ensuring open access to the Internet and modern digital services in all university buildings and departments;
10. upgrading the level of equipment in classrooms with modern multimedia, laboratory, and other equipment;
11. ensuring that buildings, premises, and infrastructure facilities comply with established safety requirements, sanitary standards, and other mandatory requirements.

Expected Results

Upon completion of this initiative, the following results are expected:

1. strengthening the financial stability of JAIU and increasing the university's revenue;
2. expanding funding sources and reducing dependence on individual revenue streams;
3. improved efficiency in the use of financial resources and greater transparency in financial and economic activities;
4. development of digital tools for financial and administrative management;
5. modernization of the university's material and technical infrastructure;
6. expanding the university's own and affiliated internship bases;
7. improving conditions for conducting educational, research, clinical, and practical training;
8. developing social infrastructure and enhancing the comfort of the educational environment;
9. ensuring full access to the Internet and modern digital services;
10. improving classroom equipment and ensuring infrastructure compliance with safety requirements;

11. creating conditions for the university's continued sustainable growth and increased competitiveness.

Table 5.3.A. Target values for indicators of implementation of priority area 5.3

“Development of the University’s Financial and Economic Activities and Infrastructure”

No.	Indicator	Baseline	2024–2025	2025–2026	2026–2027	2027–2028	2028–2029
1	University’s projected revenue from educational activities from all funding sources, in thousands of som	20,100.0	20,100.0	43,444.0	87,440.5	141,246.0	209,609.0
2	University revenue from all sources per student, thousand som	200.0	200.0	152.1	176.2	180.5	189.0
3	Average teaching staff salary relative to the national average salary, %	116	116	116	118	118	120
4	Share of research funding in the total budget, %	1.0	1.0	1.5	2.0	2.0	3.0
5	Share of funding for academic mobility programs in the total budget of JAIU, %	0.3	0.3	0.3	0.4	0.4	0.5
6	Number of JAIU’s own and affiliated enterprises serving as internship sites, units	2	2	2	3	3	4
7	Total area of educational facilities per student in the specified cohort, taking into account two-shift instruction, sq. m	8.7	8.7	9.5	10.5	11.5	12.5
8	Number of dormitory beds per 100 full-time international and non-local undergraduate and graduate students, units	266	266	300	340	380	420
9	Percentage of students who completed an internship at JAIU’s own facilities during the reporting year, %	40	40	50	60	80	100
10	Construction, acquisition, or lease of new educational, industrial, and other	1	1	1	2	2	3

	facilities, units						
11	Open access to high-speed Internet in all academic buildings, % coverage	100	100	100	100	100	100
12	Compliance of JAIU buildings with Kyrgyz Republic fire safety requirements, % compliance	100	100	100	100	100	100
13	Percentage of classrooms equipped with multimedia equipment, %	60	60	70	80	90	100

5.4. Development of a graduate employment system

Objective of the Program

To develop, implement, and further improve a system to support the employment of JAIU graduates, ensuring effective collaboration between the university, students, graduates, and employers, enhancing graduates' competitiveness in the labor market, and supporting their professional and career development.

Main objectives

To achieve this objective, the following tasks are to be addressed:

1. Establishing, developing, and improving the activities of units responsible for graduate career planning, supporting students' professional self-determination, and facilitating their employment;
2. forming and expanding a network of employer partners based on contracts, agreements, and other forms of long-term cooperation;
3. developing mechanisms for information exchange with employers to accelerate graduate employment and reduce the period of their adaptation to the professional environment;
4. conducting events aimed at increasing the employment rate of students and graduates, including job fairs, workshops, career meetings, company presentations, and consultations;
5. organizing systematic monitoring of graduate employment, their career trajectories, and feedback from employers;
6. surveying the opinions of graduates, employers, and other stakeholders to improve educational programs and enhance the quality of professional training;
7. developing corporate training and research centers, practice-oriented platforms, and other forms of integrating students into the professional community;
8. establishing and developing cooperation with associations, alumni groups, professional communities, youth organizations, medical institutions, and other organizations;
9. developing and implementing supplementary programs aimed at developing students' professional, language, communication, and personal competencies necessary for successful employment;
10. involving successful alumni in university activities, developing mentorship, career counseling, and career guidance support for students;
11. Establishing and developing a university alumni association as a mechanism for strengthening external and internal ties, supporting student employment, and enhancing the prestige of JAIU.

Expected Results

Upon completion of this initiative, the following results are expected:

1. Establishment of a sustainable system to support graduate employment;
2. Establishment and development of a Career Center or similar structure to provide support for students and graduates;
3. expanding the network of partner employers and increasing the number of targeted agreements;
4. creation of a graduate database and implementation of a system to monitor their employment and career growth;
5. an increase in the number of career, vocational guidance, and informational events;
6. developing additional programs aimed at enhancing students' competitiveness in the labor market;
7. increasing graduate engagement in university activities;
8. Establishing and developing the JAIU Alumni Association;
9. strengthening ties between the university, graduates, and employers;
10. improving the employment rate and professional adaptation of graduates.

Table 5.4.A. Target values for indicators of the implementation of Area 5.4

“Development of the Graduate Employment System”

No	Indicator	Base value	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
1.1	Development of necessary regulatory documents for the Career Center, % completion	0%	-	-	20%	30%	50%
1.2	Development and approval of the Career Center's program and work plan	No	-	-	Launch	Implementation	continuously
1.3	Establishment of a Career Center and designation of responsible persons, % completion	0%	-	-	20%	30%	50%
1.4	Share of funding for Career Center programs and activities in the total budget of JAIU, %	0%	-	-	0.2	0.3	0.4
2	Continuous analysis of the labor market, forecasting, and planning of training programs and skill levels for specialists in collaboration with stakeholders	None	ongoing	ongoing	ongoing	ongoing	constantly
3	Implementation of a	0%	10%	25%	40%	60%	75%

	procedure for regularly monitoring graduates' employment and career advancement, creation of a database, % of graduates covered						
4	Number of targeted cooperation agreements on professional training with employer partners, units	2	2	4	6	8	12
5.1	Language programs for successfully passing international language exams	None	-	-	-	launch	development
5.2	Personal Growth and Development Programs	None	-	-	-	launch	development
5.3	Short-term vocational training programs developed in collaboration with employers	None	-	-	-	launch	development
6	Involvement of successful university alumni in its activities, people	0	1	2	4	5	7
7	Number of vocational guidance and career events, units	0	-	-	-	3	5
8	Establishment of an alumni association to foster external and internal university ties, promote employment, and enhance the university's reputation; % of coverage	0%	-	-	-	-	75%

6. Expected Learning Outcomes and Graduate Profile

The primary goal of implementing educational programs at JAIU is to ensure that students achieve the expected learning outcomes, which enable them to acquire the professional competencies necessary for successful professional practice, continued education, academic development, and effective adaptation to the modern social and professional environment.

Expected learning outcomes are considered the foundation for the design, implementation, and evaluation of educational programs, as well as a guideline for developing course content, selecting teaching methods, assessing student achievement, and improving the quality of graduate training.

Upon completion of the educational programs, JAIU students should demonstrate the following learning outcomes:

1. the ability to apply knowledge of basic natural sciences, humanities, social sciences, fundamental, and professional disciplines when solving academic, practical, and professional tasks;
2. the ability to express their thoughts logically, coherently, and professionally in both oral and written form in the state language, official languages, and, if necessary, foreign languages;
3. willingness to use professional terminology, modern approaches, and methods in the relevant field of study;
4. the ability to work in a team, make decisions, take responsibility for the results of one's work, and demonstrate leadership and communication skills;
5. readiness for intercultural interaction and effective work in a multilingual and multicultural environment;
6. the ability to apply modern information, digital, and communication technologies to search for, analyze, process, and present information in educational, scientific, and professional activities;
7. willingness to engage in self-development, self-education, and professional and personal growth based on the principles of academic integrity, culture, and responsibility;
8. the ability to use scientific knowledge, research methods, and elements of analytical thinking to solve professional problems and participate in scientific activities;
9. readiness for practical work in organizations—potential employers—and the ability to adapt to the professional environment and apply acquired competencies in practice;
10. the ability to adhere to professional ethics, standards of business communication, and legal and social obligations within the framework of future professional activities.

For medical education programs, expected learning outcomes additionally include:

1. the ability to apply clinical knowledge and skills in professional practice;
2. readiness for preventive, educational, and practical activities in the healthcare sector;
3. the ability to apply the principles of evidence-based medicine, professional communication, and interdisciplinary collaboration in solving professional tasks.

7. Mechanism for the Implementation, Monitoring, and Adjustment of the Strategy

7.1. Stages of Strategy Implementation

The implementation of the Strategic Development Plan of Jalal-Abad International University for 2024–2029 is carried out in phases, taking into account the specific characteristics of the university's initial operational period, the need to establish a sustainable institutional foundation, and the subsequent transition to a phase of active development and the achievement of target outcomes.

A phased approach to implementing the Strategy ensures the consistency of management decisions, the coordination of actions among structural units, the rational use of resources, and the ability to make timely adjustments to activities based on monitoring results, changes in the external and internal environment, as well as the current needs of the university and its stakeholders.

Phase One — Institutional Establishment (2024–2026)

The first stage of the Strategy's implementation covers the period from 2024 to 2026 and is associated with the commencement of JAIU's operations as a new higher education institution. At

this stage, priority is given to establishing the organizational, regulatory, personnel, educational, financial, economic, and infrastructural foundations of the university's activities.

The first phase includes:

1. the formation and development of the university's organizational structure;
2. the development and implementation of a local regulatory framework governing the core processes of JAIU's operations;
3. the creation and development of an internal system for ensuring the quality of education;
4. launching and providing organizational support for educational programs;
5. recruiting staff, including faculty, administrative personnel, practicing professionals, and external experts;
6. developing the pedagogical and methodological base, the digital educational environment, and automated management systems;
7. establishing the initial material, technical, and social infrastructure;
8. developing contractual relationships with employers, internship sites, and domestic and international partners;
9. establishing mechanisms for monitoring, planning, and reporting on the implementation of the Strategy;
10. launching a system to assist graduates in finding employment and to help students shape their career paths.

The main outcome of the first stage should be the establishment of a sustainable institutional foundation for JAIU, ensuring its further development as a modern university capable of delivering high-quality educational programs, advancing research activities, and building effective external partnerships.

Phase Two: Sustainable Development and Growth (2026–2029)

The second phase of the Strategy covers the period from 2026 to 2029 and is aimed at expanding the scope of JAIU's activities, improving the effectiveness of core processes, and achieving the established strategic indicators.

The second phase includes:

1. further improvement of educational activities and expansion of the range of educational programs;
2. improving the quality of professional training and developing practice-oriented education;
3. strengthening the university's research capacity, increasing publication output, and participating in research projects;
4. expanding international cooperation, academic mobility, and the export potential of educational services;
5. strengthening human resources and developing mechanisms for employee professional growth;
6. modernizing and expanding the university's infrastructure, including educational, research, digital, social, and practical facilities;
7. developing financial and economic sustainability and improving resource management efficiency;
8. expanding the graduate employment support system and strengthening cooperation with employers and alumni;
9. achieving targets in key strategic areas;
10. strengthening the business reputation and institutional sustainability of JAIU.

The main outcome of the second phase should be to establish JAIU as a sustainably developing, internationally oriented, competitive university with a modern management system, a high-quality educational environment, growing research capacity, and a developing infrastructure.

Below is **the final draft of sub-sections 7.2–7.6** in a uniform official style for insertion into the document.

7.2. Annual Planning for the Implementation of the Strategy

Annual planning for the implementation of the Strategy is the primary mechanism for the phased achievement of JAIU's strategic goals and development targets. It ensures the transition from the general provisions of the Strategic Plan to specific measures, implementation deadlines, the allocation of responsibilities, and resource allocation.

Annual planning is carried out based on:

1. the strategic directions, goals, objectives, and indicators established by the JAIU Strategic Development Plan;
2. the results of the analysis of the implementation of measures for the previous period;
3. the needs of students, employers, structural units, and other stakeholders;
4. changes in the external and internal environment affecting the university's activities;
5. recommendations formed based on the results of monitoring, self-assessment, accreditation, internal audits, and other evaluation procedures.

Draft annual plans for implementing the Strategy are prepared by JAIU's structural units according to their assigned areas of activity and submitted to the authorized unit for compilation, analysis, and the development of a draft consolidated annual plan for the university.

The annual plan for implementing the Strategy must include:

1. a strategic direction;
2. the corresponding strategic goal or objective;
3. specific measures for the planning period;
4. target values of indicators for the relevant year;
5. deadlines;
6. responsible executors and co-executors;
7. necessary resources;
8. expected results;
9. the form of confirmation of completion.

The consolidated annual plan for implementing the Strategy is coordinated by the relevant vice-rectors and approved by the rector of JAIU. The approved annual plan serves as the basis for organizing the work of the university's structural units during the relevant period.

7.3. Annual Reporting on Strategy Implementation

Annual reporting on the implementation of the Strategy is a mandatory element of the JAIU development management system and is aimed at assessing the actual implementation of measures, the achievement of target indicators, identifying deviations, and determining necessary corrective actions.

At the end of each reporting period, the university's structural units prepare annual reports on their assigned areas of activity. The reports are submitted to the authorized unit by the established

deadlines and are used to prepare a consolidated report on the implementation of the JAIU Strategy.

The annual report must contain:

1. information on completed, partially completed, and uncompleted activities;
2. an analysis of the achievement of planned indicator values;
3. a description of the results actually achieved;
4. reasons for deviations from planned indicators;
5. information on risks and constraints that affected the implementation of activities;
6. proposals for corrective measures and adjustments to plans for the next period.

The consolidated annual report on the implementation of the Strategy is reviewed by the university administration and, if necessary, by collegial governing bodies. The results of the reporting are used to evaluate the effectiveness of structural units, make management decisions, and update activities for the next period.

7.4. Monitoring of Target Indicators

Monitoring of target indicators is a systematic process of observing, collecting, verifying, analyzing, and interpreting data that characterize the progress of the Strategy's implementation and the degree to which established results have been achieved for each strategic direction.

Monitoring is carried out for the purpose of:

1. monitor the implementation of measures and the achievement of indicators;
2. timely identification of deviations from planned values;
3. assess the dynamics of the university's development in key areas;
4. prepare analytical information for management decision-making;
5. ensure transparency and manageability in the implementation of the Strategy.

Monitoring of indicators is conducted based on approved target value tables, monitoring specifications, and data submitted by the responsible departments. Data sources include internal orders, reports, registers, contracts, statistical data, personnel and financial documents, data from information systems, departmental materials, and other supporting documents.

The frequency of monitoring is determined by the nature of the specific indicator and may be carried out:

1. annually;
2. once per semester;
3. upon the occurrence of an event or the achievement of a result.

Monitoring results are documented in the form of analytical materials, reference notes, summary tables, and reports and are used to assess the progress of the Strategy's implementation, prepare annual reports, and make corrective decisions.

7.5. Corrective Actions and Strategy Updates

In the event of deviations from planned values, risks of non-implementation of measures, changes in external or internal conditions affecting the university's operations, as well as based on the analysis of monitoring results and reports, corrective measures are taken at JAIU.

Corrective actions are aimed at eliminating the causes of deviations, reducing the negative impact of risks, improving the effectiveness of activities, and ensuring the achievement of strategic goals and indicators.

Corrective measures may include:

1. refining the deadlines for implementing measures;
2. changing the sequence of implementation of individual actions;
3. redistributing responsibilities among implementers;
4. clarifying resource allocation;
5. strengthening organizational, methodological, and managerial support;
6. revising specific activities, indicators, and target values;
7. updating the annual implementation plans for the Strategy.

Updating the Strategy is permitted if there are objective grounds related to changes in the regulatory framework, the conditions under which the university operates, requirements for the quality of education, monitoring results, recommendations from external and internal evaluations, as well as other significant factors affecting the implementation of the Strategic Plan.

Decisions regarding adjustments to activities and updates to the provisions of the Strategy are made by the university administration in accordance with established procedures, taking into account the analytical materials and proposals submitted by the relevant departments.

7.6. Allocation of Responsibilities

The implementation of the JAIU Strategy is carried out based on the distribution of responsibilities among the rector, relevant vice-rectors, heads of structural units, faculties, departments, and other responsible officials.

Rector of JAIU:

1. provides overall leadership for the implementation of the Strategy;
2. approves annual plans and reports on the implementation of the Strategy;
3. makes decisions regarding adjustments to activities and updates to the Strategy;
4. ensures overall coordination of the university's strategic development.

Vice Rectors for Specific Areas:

1. coordinate the implementation of the Strategy in their respective areas of activity;
2. approve the annual plans and reports of the university's departments;
3. monitor the implementation of measures and the achievement of target indicators;
4. participate in the preparation of proposals for adjusting activities and resources.

Heads of structural units:

1. prepare and implement annual plans for their assigned areas;
2. ensure the achievement of established targets;
3. submit accurate data for monitoring and reporting;
4. organize the implementation of corrective measures within their scope of authority.

Faculties and departments:

1. participate in the implementation of educational, research, international, and other activities;

2. ensure the fulfillment of tasks and targets within their scope of responsibility;
3. submit the necessary information and supporting materials for monitoring and reporting.

The authorized structural unit designated by the rector's order:

1. compiles annual plans and reports;
2. provides methodological support for planning, monitoring, and reporting processes;
3. organizes the collection and analysis of data on target indicators;
4. prepares analytical materials and proposals for the university administration;
5. monitors compliance with established deadlines for submitting information.

The effective implementation of the Strategy is ensured through coordinated efforts at all levels of management, regular monitoring of results, timely corrective actions, and a high level of accountability among all participants in the strategic development process at JAIU.

8. Conclusion

The Strategic Development Plan of Jalal-Abad International University for 2024–2029 defines the key directions, goals, objectives, indicators, and mechanisms for the phased development and sustainable growth of the university in the medium term. The implementation of this plan is aimed at improving the quality of JAIU's educational, research, international, financial, economic, and administrative activities, as well as at strengthening its institutional capacity and competitiveness.

The Strategic Plan takes into account the current stage of the university's formation and development—having begun operations in the 2024–2025 academic year—the specific features of its organizational, personnel, academic, and infrastructural development, as well as the need to establish a sustainable internal regulatory, managerial, and resource base. The document is focused on the systematic resolution of tasks related to the development of the educational environment, the improvement of the management system, the strengthening of human resources, the expansion of international cooperation, the development of scientific activities, and the modernization of infrastructure.

The first phase of the strategic plan covers the period from 2024 to 2026 and provides for the establishment of organizational, regulatory, human resource, and resource conditions for the sustainable implementation of JAIU's strategic priorities. At this stage, particular importance is placed on establishing the university's academic and administrative systems, implementing internal quality assurance mechanisms, developing the material and technical base, and launching key areas of development.

The second stage, covering 2026–2029, is focused on the active implementation of strategic objectives, the achievement of target indicators, the expansion of the university's scope of activities, and the consolidation of results achieved. At this stage, priority will be given to improving the effectiveness of educational and research activities, expanding partnerships, increasing international engagement, strengthening financial stability, and developing a graduate employment system.

The strategic plan will be implemented based on the principles of systematicity, continuity, realism, openness, measurability, and a results-oriented approach. The effectiveness of the strategy's implementation will be ensured through annual planning, monitoring of indicator achievement, evaluation of the implementation of measures, risk analysis, and timely adjustment of management decisions.

JAIU views this strategic plan as the foundation for its continued steady development, strengthening of its reputation, improvement of the quality of specialist training, and expansion of

the university's contribution to the development of education, science, healthcare, and society. The consistent implementation of the planned directions and activities will enable the university to complete its institutional development phase, establish a sustainable growth trajectory, and ensure the achievement of its strategic goals.

Appendix 1

Table 5.1.B. Monitoring Indicators for Direction 5.1

“Development of Educational and Research Activities”

No	Indicator	Responsible Units	Data source	Monitoring Frequency
1	Minimum planned number of students	Rector's Office, Admissions Committee, Faculties	Admission orders, student cohort, admissions committee reports	annually
2	Number of licensed educational programs	Academic Affairs Office, faculties	Licenses, registry of educational programs	annually
3	Number of new or updated educational programs	Academic Affairs Office, faculties, departments	Minutes of the Academic Council / Scientific Council, approved by the Academic Board	annually
4	Percentage of educational programs supported by instructional and methodological documentation	Academic Affairs Office, Departments	Curriculum, RPD, syllabi, resource availability checklists	Once per semester
5	Percentage of processes supported by internal regulatory documents	Academic Affairs Office, Quality Department, structural units	Register of internal documents, regulations, rules, orders	annually
6	Winners and prize winners of academic competitions	Faculties, departments, Office of Student Affairs	Certificates, diplomas, orders, reports	annually
7	Participants in scientific and educational events	Faculties, departments, research department	Certificates, programs, reports	Once per semester
8	Institutional accreditation	Rector's Office, Quality Department	Agency decision, certificate	Upon completion / annually
9	International program accreditation	Rector's Office, Quality Department, Faculties	Reports, agency decisions, certificates	annually
10	Faculty staffing	Human Resources Department, faculties	Staffing schedule, pay scales, HR reports	Once per semester
11	Percentage of faculty with academic degrees	Rector's Office, Human Resources Department	Personal files, personnel database	annually
12	Foreign faculty and researchers	International Office, Human Resources Department	Employment contracts, orders	annually
13	Professional development of faculty members in Kyrgyzstan and abroad	Human Resources Department, Faculties	Certificates, credentials, reports	Once per semester
14	Professional development	Human Resources	Certificates,	annually

	in pedagogy, psychology, and specialized fields	Department, Departments	professional development plans	
15	Percentage of young employees under 35	Human Resources Department, Rector's Office	HR reports, personnel files	annually
16	Practicing professionals in teaching	Faculties, departments	Contracts, orders, teaching load	Once per semester
17	Student involvement in research	Research Department, faculties, departments	Research Register, orders, reports	Once per semester
18	Young researchers in academic mobility	International Office, Research Department	Agreements, mobility programs, reports	annually
19	Faculty members—members of dissertation committees	Academic Department, Rector's Office	Confirmation letters, decisions of dissertation councils	annually
20	Academic publications	Research Department, Departments	Publication database, faculty reports	annually
21	Articles in Web of Science	Research Department	Author profiles, WoS database, reports	annually
22	Articles in Scopus	Research Department	Author profiles, Scopus database, reports	annually
23	Articles in RINC	Research Department	eLIBRARY / RINC, faculty reports	annually
24	University scientific journals	Editorial and Publishing Department, Research Department	Orders, registration documents, journal website	annually
25	Educational and academic events	Research Department, Faculties	Event schedules, orders, programs, reports	Once per semester

Table 5.1.B. Risks to the implementation of indicators and corrective measures for Area 5.1

“Development of Educational and Research Activities”

No	Indicator	Potential risk of non-achievement	Corrective measures
1	Minimum planned number of students	Declining demand for programs, increased competition, poor career guidance	Strengthening career guidance efforts, expanding recruitment channels, promoting programs
2	Number of licensed educational programs	Delays in document preparation, non-compliance with requirements	Appointment of responsible personnel, internal document audit, phased preparation of the application package
3	Number of new or updated educational programs	Low activity of departments, delays in approval	Approval of the development schedule, methodological support, monitoring of deadlines

4	Percentage of educational programs supported by teaching materials	Incomplete preparation of teaching materials, a formalistic approach by departments	Availability checklists, internal monitoring, consultations with departments
5	Percentage of processes supported by internal documents	Untimely updating of local regulations	Maintenance of a document registry, annual review, assignment of responsible parties
6	Winners and prize winners of academic competitions	Low student motivation, poor preparation	Mentoring system, encouraging participation, organizing training
7	Participants in scientific and educational events	Insufficient student awareness and engagement	Event calendar, curatorial support, motivational measures
8	Institutional accreditation	Incomplete documentation and processes, non-compliance with requirements	Self-assessment, internal audit, corrective action plan
9	International program accreditation	Insufficient program readiness, lack of supporting materials	Preparation of a roadmap, program working groups, external consultations
10	Faculty staffing	Staff shortages, high staff turnover	Talent pool, timely competitive selection, flexible personnel policy
11	Percentage of faculty with advanced degrees	Low influx of staff with academic degrees, departure of key employees	Support for dissertation defense, incentives, recruitment of part-time faculty
12	Foreign faculty	Visa, organizational, and financial restrictions	Developing partnerships, online participation formats, advance planning
13	Professional development for faculty in Kyrgyzstan and abroad	Lack of funding, low staff engagement	Professional development plan, budgeting, inclusion of professional development in departmental KPIs
14	Professional development in pedagogy and subject-specific areas	Formal approach, lack of training programs	Internal seminars, agreements with professional development centers, mandatory planning
15	Percentage of young employees under 35	Low influx of young staff	Onboarding programs, talent pool, support for young faculty
16	Practitioners in teaching	Low interest from employers, lack of contracts	Expanding the partner network, flexible recruitment schedule, contract-based work
17	Student involvement in research	Weak performance of research clubs, low motivation	Competitions, student projects, research clubs, incentives for participation
18	Young scientists in academic mobility	Lack of grants and partnership programs	Grant searches, expansion of international agreements, online mobility
19	Faculty members—members of dissertation committees	Insufficient academic status of staff	Supporting academic growth, increasing publication activity
20	Academic publications	Low publication activity, weak editorial support	Incentive system, academic advising, editorial support
21	Articles in Web of Science	Language barrier, complexity of publication	Scientific mentoring, language support, journal selection
22	Articles in Scopus	Lack of experience with international publications	Training workshops, co-authorship, guidance through the

			publication process
23	Articles in RINC	Formal tracking of publications, low activity	Centralized tracking, incentives, monitoring of research plans
24	University scientific journals	Lack of editorial and financial resources	Establishment of an editorial board, phased launch, digital platform for the journal
25	Educational and scientific events	Lack of organizational resources	Annual calendar plan, assignment of responsibilities, partner support

Table 5.2.B. Monitoring Indicators for Area 5.2

“Development of Partnerships and International Activities”

No.	Indicator	Responsible departments	Data source	Monitoring Frequency
1	International students	International Office, Admissions Committee, Faculties	Admission orders, quota, contracts	annually
2	Funds received from foreign citizens and legal entities	Finance and Economics Department, Accounting Department, International Office	Contracts, financial reports, accounting data	annually
3	Percentage of international master’s and doctoral students	International Office, Graduate Education Department	Master’s and doctoral student enrollment, administrative orders	annually
4	Exchange students	International Office, Dean’s Offices	Agreements, orders, mobility programs	Once per semester
5	Foreign faculty and researchers	International Office, Human Resources Department	Employment contracts, invitations, orders	annually
6	Visiting foreign specialists	International Office, departments, faculties	Visit programs, orders, contracts, reports	Once per semester
7	Joint international programs	Academic Affairs Office, International Office, faculties	Agreements, decisions of the Academic Council / Faculty Council, curricula	annually
8	Membership in associations and organizations	Rector's Office, International Office	Membership certificates, agreements, registries	annually
9	Internship databases	Internship Department, Faculties, Departments	Contracts, internship database	annually
10	International and local partners	International Office, Office of the President	Memoranda, contracts, agreements	Once per semester
11	Participation in competitions and projects	International Office, Research Office, Faculties	Applications, orders, certificates, reports	annually
12	Targeted training at foreign universities	International Office, Academic Affairs Office, Rector’s Office	Contracts, orders, invitation letters	annually
13	Companies that recruit international students	International Office, Legal Department	Contracts, partner registry	annually
14	Jointly established	Rector's Office,	Founding documents,	annually

	associations and organizations	International Department	agreements, orders	
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Table 5.2.B. Risks to indicator implementation and corrective measures for Area 5.2

“Development of Partnerships and International Activities”

No.	Indicator	Potential risk of non-achievement	Corrective Measures
1	International students	Decline in international demand, visa barriers, competition among universities	Intensifying international marketing, expanding recruitment countries, strengthening support for applicants
2	Revenue from foreign citizens and legal entities	Decline in enrollment, economic fluctuations, withdrawal of partners	Market diversification, phased financial model, expansion of contract programs
3	Proportion of international master’s and doctoral students	Weak promotion of postgraduate programs	Development of English-language programs, promotion of master’s and doctoral programs
4	Exchange students	Lack of agreements and low mobility	Expanding partnerships, simplifying procedures, supporting academic mobility
5	Foreign faculty and researchers	Financial, visa, and organizational constraints	Hybrid participation formats, grants, long-term agreements
6	Visiting foreign experts	Low activity of departments, limited funding	Plan for international visits, co-funding, online lectures
7	Joint international programs	Complexity of aligning curricula and regulatory requirements	Establishment of working groups, phased program design, legal review
8	Membership in associations	Insufficient engagement in external relations	Identifying priority associations, assigning responsible parties
9	Internship programs	Lack of contractual partners, weak engagement with employers	Expanding the partner base, systematic contractual work, assigning supervisors
10	International and local partners	Formal nature of agreements, lack of engagement	Partner ranking, plan for joint activities, annual review of agreements
11	Participation in competitions and projects	Low project activity among departments	Training in project activities, application support, encouraging participation
12	Targeted training at foreign universities	Lack of funding and partnership opportunities	Grant searches, targeted agreements, talent pool
13	Companies that recruit international students	Unscrupulous intermediaries, weak contractual framework	Legal review of contracts, selection of reliable partners, monitoring of results
14	Jointly established associations and organizations	Lack of organizational resources and strategic partners	Phased creation of associations, participation in networking initiatives, strengthening cooperation

Table 5.3.B. Monitoring Indicators for Area 5.3

“Development of the University’s Financial and Economic Activities and Infrastructure”

No.	Indicator	Responsible departments	Data source	Monitoring frequency
1	University revenue from educational activities	Finance and Economics Department, Accounting Office, Rector’s Office	Budget, financial reports, contracts	annually
2	Revenue per student	Financial and Economic Service, Academic Affairs Office	Financial statements, student enrollment	annually
3	Average faculty salary	Accounting Department, Human Resources Department	Staffing schedule, payroll records, HR reports	annually
4	Share of R&D funding	Finance and Economics Department, Research Department	Budget, estimates, financial reports	annually
5	Share of funding for academic mobility	Finance and Economics Department, International Department	Budget, estimates, mobility reports	annually
6	Own and affiliated internship sites	Rector's Office, Internship Department, Legal Department	Contracts, registry of internship sites, founding documents	annually
7	Classroom space per student	Administrative and Support Services, Academic Affairs Office	Technical specifications, inventory records, student body	annually
8	Dormitory beds per 100 students	Administrative and Support Services, Student Affairs Office	Bed registry, student body, orders	annually
9	Internships at JAIU’s own facilities	Internship Department, Faculties	Internship reports, orders, internship sites	Once per semester
10	New educational and industrial training sites	Rector's Office, Administrative and Economic Department, Legal Department	Lease agreements, acceptance certificates, orders	annually
11	High-speed Internet coverage	IT Department, Facilities Management	Connection certificates, coverage maps, technical reports	annually
12	Compliance with fire safety requirements	Facilities Management, Security Department, Fire Safety Officers	Inspection reports, findings, orders	annually
13	Multimedia equipment in classrooms	Facilities Management, IT Department, Academic Affairs Office	Inventory lists, equipment reports	annually

Table 5.3.B. Risks to indicator achievement and corrective measures for Area 5.3

“Development of the University’s Financial and Economic Activities and Infrastructure”

No.	Indicator	Potential risk of non-achievement	Corrective measures
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1	University revenue	Decline in enrollment, economic fluctuations, limited paid services	Revenue diversification, development of additional services, increased enrollment
2	Revenue per student	Enrollment growth without a proportional increase in revenue	Revision of the financial model, cost optimization, development of new revenue streams
3	Average faculty salary	Budget constraints, rising inflation	Gradual increase in the payroll fund, linked to revenue and KPIs
4	Funding for R&D	Lack of funds, low priority of science in the budget	Allocating a minimum budget share, seeking grants, project-based funding
5	Funding for Academic Mobility	Lack of resources and grants	Seeking external funding, partnership programs, phased budget increases
6	Own and affiliated internship sites	Lack of investment and partners	Long-term agreements, development of affiliated structures, co-financing
7	Classroom space per student	Enrollment growth without expanding facilities	Phased expansion of facilities, leasing, schedule optimization
8	Dormitory beds	Increase in the number of out-of-town and international students	Concluding agreements with external accommodation providers, expanding dormitories
9	Practical training at our own facilities	Insufficient on-campus facilities	Development of our own facilities, a combined model with external partners
10	New training and production facilities	Delays in construction, leasing, or financing	Phased planning, backup sites, project oversight
11	High-speed Internet	Technical failures, network infrastructure wear and tear	Backup communication channels, network upgrades, contracts with reliable providers
12	Fire safety	Untimely updating of systems and documents	Inspection plan, preventive maintenance, addressing non-compliance issues within established deadlines
13	Classroom equipment	Lack of funding, delays in procurement	Phased equipping, prioritized resource allocation, centralized procurement

Table 5.4.B. Monitoring profile for indicators of Area 5.4

“Development of the graduate employment system”

No.	Indicator	Responsible departments	Data source	Monitoring Frequency
1.1	Regulatory documents of the Career Center	Rector’s Office, Legal Department, Academic Affairs Office	Regulations, orders, approved documents	annually
1.2	Career Center Program and Work Plan	Career Center / responsible unit, Rector’s Office	Work plan, reports, orders	annually
1.3	Establishment of the Career Center and appointment of responsible personnel	Rector’s Office, Human Resources Department	Orders, staffing table, regulations	as needed / annually
1.4	Funding for Career Center programs	Finance and Economics Department, Rector's Office	Estimates, budget, financial reports	annually
2	Labor market analysis and	Academic Affairs	Analytical reports,	annually

	design of training programs	Office, faculties, departments, employers	minutes, employer feedback	
3	Monitoring of graduate employment and career advancement	Career Center, faculties, deans' offices	Alumni database, questionnaires, reports, surveys	Once a year
4	Targeted agreements with employers	Rector's Office, faculties, legal department	Contracts, agreements, partner registry	Once per semester
5.1	Language programs	Career Center, departments, International Office	Programs, curricula, directives	Annually
5.2	Personal development programs	Career Center, Student Affairs Office	Event plans, programs, reports	annually
5.3	Short-term programs with employers	Academic Affairs Office, Faculties, Employers	Agreements, programs, reports	annually
6	Engaging Successful Alumni	Career Center, academic departments, Public Relations Office	Alumni registry, directives, event programs	annually
7	Career guidance and career events	Career Center, faculties, departments	Plans, programs, reports, photo reports	Once per semester
8	Alumni Association	Rector's Office, Career Center, Public Relations Department	Constituent documents, member registry, work plans	annually

Table 5.4.B. Risks to the implementation of indicators and corrective measures for Area 5.4

“Development of the Graduate Employment System”

No.	Indicator	Potential risk of non-achievement	Corrective measures
1.1	Career Center Regulatory Documents	Delay in document approval	Assign responsible parties, phase-by-phase approval, monitor deadlines
1.2	Career Center Program and Work Plan	Formal nature of planning	Alignment of the plan with KPIs and annual departmental objectives
1.3	Establishment of the Career Center	Lack of a dedicated position or organizational structure	Defining the center's model, redistributing functions, and issuing an order to establish it
1.4	Funding for Career Center Programs	Lack of funding	Phased budgeting, inclusion in the consolidated funding plan
2	Labor market analysis	Weak ties with employers, lack of analytics	Regular meetings with employers, surveys, analytical reviews
3	Monitoring of graduate employment	Lack of graduate contacts, low feedback	Creation of a digital alumni database, online surveys, mentoring support
4	Targeted agreements with employers	Low interest from employers	Expanding the partner network, personal negotiations, mutually beneficial terms
5.1	Language programs	Shortage of teachers and	Flexible format, online courses, phased

		students	launch
5.2	Personal development programs	Low student engagement	Integration into extracurricular activities, motivational mechanisms
5.3	Short-term programs with employers	Formal interest from employers	Joint program design, pilot launch
6	Involvement of successful graduates	Weak ties with graduates	Creation of an alumni registry, regular meetings, digital community
7	Career guidance and career events	Insufficient organizational activity	Annual calendar plan, assigning responsibilities, partner support
8	Alumni association	Low alumni engagement and lack of coordination	Founding meeting, digital alumni platform, communication system

Appendix 2

Appendix 2.1. Forms for Annual Planning and Reporting on the Implementation of the Strategy

Jalal-Abad International University

**ANNUAL PLAN FOR THE IMPLEMENTATION OF THE STRATEGIC DEVELOPMENT PLAN OF
JAIU**
for the year _____
(or for the / academic year)

Name of the department: _____
Strategic direction: _____
Responsible manager: _____
Date of preparation: _____

N o.	Strate gic direct ion	Strate gic Goal / Object ive	Actio n for the plann ing perio d	Indica tor (KPI)	Tar get valu e for the year	Deadl ine	Respon sible party	Co- execut ors	Requi red resour ces	Expec ted result	Comple ti on Confirm ation Form
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Instructions for completion

The annual plan includes activities directly derived from the Strategic Development Plan of JAIU, relevant target indicators, and the objectives of the structural unit for the planning period.

Signatures

Executor: _____
Head of Department: _____
Approved by: _____
Approved by: _____

Appendix 2.2. Form for the Annual Report on the Implementation of the JALU Strategy

Jalal-Abad International University

ANNUAL REPORT ON THE IMPLEMENTATION OF THE JAIU STRATEGIC DEVELOPMENT PLAN
for the year _____
(or for the academic year)

Name of the structural unit: _____
Strategic Direction: _____
Responsible Manager: _____
Date of report submission: _____

No.	Strategic direction	Strategic goal / objective	Planned activity	Indicator (KPI)	Annual Plan	Actual performance	Degree of completion, %	Support documents
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Final analytical conclusion of the department

- 1. Key results achieved:
- 2. Unfulfilled or partially fulfilled measures:
- 3. Main reasons for deviations:
- 4. Proposals for adjusting the plan for the next period:

Signatures

Executor: _____ Department Head: _____ Approved by:

Approved for inclusion in the summary: _____

Appendix 2.3. Form of the consolidated annual plan for the implementation of the JALU Strategy

Jalal-Abad International University

**SUMMARY ANNUAL PLAN FOR THE IMPLEMENTATION OF THE STRATEGIC DEVELOPMENT
PLAN OF JAIU
for the year _____
(or for the / academic year)**

No .	Strategic Direction	Key Objective	Main activities for the year	Key indicator	Target	Responsible departments	Deadline	Required resources	Note

Signatures

Prepared by: _____

Approved by: _____

Approved by: Rector of JAIU _____

Appendix 2.4. Form of the consolidated annual report on the implementation of the JAIU Strategy

Jalal-Abad International University

SUMMARY ANNUAL REPORT ON THE IMPLEMENTATION OF THE JAIU STRATEGIC DEVELOPMENT PLAN

for the year _____
(or for the / academic year)

No.	Strategic Direction	Key Objective	Planned indicators for the year	Actual results	Degree of Achievement	Main challenges	Corrective actions	Responsible departments
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Concluding analytical section of the summary report

1. Overall assessment of the Strategy's implementation during the reporting period

2. Most Significant Achievements

3. Key problem areas

4. Corrective measures for the next period

5. Proposals for updating the annual plan

Signatures

Prepared by: _____

Approved by: _____

Reviewed on _____

Approved by: _____

Appendix 2.5. Recommended Procedure for Preparing Annual Plans and Reports

Annual plans and reports on the implementation of the Strategy are prepared using approved forms and in accordance with the distribution of responsibilities among the university's structural units.

Structural units of JAIU:

1. prepare draft annual plans for their assigned areas;
2. ensure the implementation of approved activities;
3. prepare annual reports with an analysis of the achievement of indicators and the implementation of measures;
4. submit supporting documents and analytical materials.

The authorized structural unit designated by order of the rector:

1. compiles draft plans and reports;

2. provides methodological support;
3. verifies the completeness and quality of the submitted materials;
4. prepares summary documents for the university administration.

Vice Rectors for specific areas:

1. coordinate plans and reports in their respective areas of responsibility;
2. monitor the timeliness and quality of implementation of activities;
3. make proposals for adjusting plans and resources.

Rector of JAIU:

1. approves consolidated annual plans;
2. approves or accepts for review consolidated annual reports;
3. makes decisions on corrective measures and updates to annual activities.

Appendix 3

Responsibility Matrix for the Implementation of the JAIU Strategy

The Responsibility Matrix defines the main levels of participation of officials and structural units in the processes of planning, implementation, monitoring, reporting, and adjustment of activities under the Strategic Development Plan of Jalal-Abad International University for 2024–2029.

Appendix 3.1. Responsibility Matrix

No.	Stage / Type of Activity	Rector	Vice Rectors in Charge	Authorized Department	Heads of Departments	Faculties / Departments	Note
1	Organization of work to implement the Strategy	At	OK	O	I	I	Overall management and launch of the implementation mechanism
2	Preparation of draft annual plans for departments	–	K	M	O	I	Developing plans for assigned areas
3	Compilation and analysis of draft annual plans	–	K	O	I	And	Preparation of the consolidated annual plan
4	Approval of annual plans	–	O	K	I	–	Coordination of supervised areas
5	Approval of the consolidated annual plan	U	K	I	–	–	Approved by the Rector
6	Implementation of the Strategy's measures	K	K	M	O	I	Implementation of activities by area of operation
7	Collection of data on target indicators	–	K	O	I	I	According to approved monitoring protocols
8	Preparation of annual reports for departments	–	K	M	O	I	According to established reporting forms
9	Summary and analysis of annual reports	–	To	O	I	–	Preparation of a summary report
10	Review of the Strategy's implementation results	K	O	I	I	–	Review of results at the management level
11	Preparation of proposals for corrective actions	K	O	I	I	I	Based on monitoring and reporting results
12	Updating annual plans and activities	U	OK	O	I	I	Based on management decisions
13	Update the Strategy as necessary	U	OK	O	I	–	In accordance with established procedures

Legend:

1. U — approves
2. O — responsible for organizing / executing
3. C — coordinates / approves / supervises
4. I — performs / participates
5. M — provides methodological support
6. – — does not participate directly

Appendix 3.2. Distribution of Key Functions

Rector of JAIU

Rector of JAIU:

1. provides overall leadership for the implementation of the Strategy;
2. approves consolidated annual plans and consolidated annual reports;
3. makes decisions on corrective measures and updates to the Strategy;
4. provides institutional support for the implementation of strategic priorities.

Vice Rectors for Specific Areas

Subject-specific vice-rectors:

1. coordinate the implementation of the Strategy in their respective areas of activity;
2. approve annual plans and reports;
3. monitor the achievement of target indicators;
4. make proposals to refine activities, timelines, and resource allocation.

Authorized structural unit

The authorized structural unit designated by order of the rector:

1. organizes the compilation of annual plans and reports;
2. provides methodological support for planning, monitoring, and reporting processes;
3. prepares analytical and summary materials;
4. monitors compliance with deadlines and formats for submitting information;
5. provides informational support for the implementation of the Strategy.

Heads of structural units

Heads of structural units:

1. organize the preparation and implementation of activities in their assigned areas;
2. ensure that planned targets are met;
3. submit accurate data and supporting documents;
4. participate in the implementation of corrective measures.

Faculties and departments

Faculties and departments:

1. participate in the implementation of educational, research, international, and other activities;
2. provide information for monitoring and reporting;
3. ensure the fulfillment of tasks assigned to the relevant educational programs and areas of activity.

Appendix 3.3. Procedure for Designating the Authorized Structural Unit

To ensure the systematic implementation of the Strategy and the coordination of annual planning, monitoring, reporting, and the preparation of analytical materials, the Rector of JAIU issues an order

designating an authorized structural unit responsible for providing organizational and methodological support for the implementation of the Strategic Plan.

The authorized structural unit may be assigned the following functions:

1. compiling annual plans and reports of structural units;
2. organizing the monitoring of target indicators;
3. methodological support for the processes of planning, reporting, and adjusting activities;
4. preparation of analytical and summary materials for university leadership;
5. monitoring compliance with established deadlines and formats for submitting information;
6. cooperation with structural units on issues related to the implementation of the Strategy.

Taking into account the organizational structure of JAIU, the functions of the designated structural unit may be assigned to one of the university's existing specialized units or to a specially created working group for the implementation of the Strategy.

The decision to assign these functions is made taking into account the university's organizational capabilities, the distribution of authority, human resources, and the need to ensure effective coordination of the Strategy's implementation.

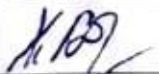
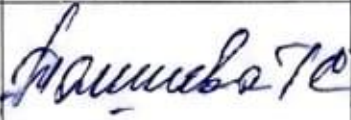







CHANGE LOG

Change No.	Basis for Amendment	Pages	Summary of the amendment	Revision	Signature	Date
1						
2						
3						

Edition: _____

Effective date: " " _____ 20 _____

APPROVAL SHEET

No	Position / Role	Full Name	Signature	Date
1	Developed by	Kanetova D.E.		29.12.25
2	Approved: head of the responsible department			29.12.25
3	Approved: Head of the Educational and Informational Department	Kanetova D.E.		29.12.25
4	Approved: leading specialist for quality	Kalmuratova A.		29.12.25
4	Approved: head of the legal affairs and human resources department / lawyer	Sydykova B.J.		29.12.25
5	Approved: vice-rector for academic affairs	Sadyrova N.A.		29.12.25
6	Approved: vice-rector for science, SR and GE	Asilova Z.A.		29.12.25
7	Endorsed / considered in the established manner	JASU Scientific Council		29.12.25.

