MINISTRY OF HIGHER EDUCATION, SCIENCE AND INNOVATIONS OF THE REPUBLIC OF UZBEKISTAN

INSTITUTE OF SOCIAL AND POLITICAL SCIENCES

NON-STATE HIGHER EDUCATIONAL INSTITUTION

61020100 – JURISPRUDENCE

BACHELOR'S FACULTY

5-YEAR STRATEGIC PLAN FOR 2026–2030

FOR DEVELOPING THE EDUCATIONAL PROGRAM AND ENSURING FINANCIAL SUSTAINABILITY

TASHKENT – 2026

I. GENERAL CONTEXT

1.1. Program Description and Relevance

This five-year strategic plan covers the main priority directions, goals, objectives and measures for developing and ensuring the stable operation of the "61020100 – Jurisprudence" bachelor's faculty at the Institute of Social and Political Sciences.

The "Jurisprudence" faculty is aimed at training highly qualified, creative and competitive specialists in the field of jurisprudence, commercial law, digital law and corporate governance.

Relevance of faculty development:

- Growing demand for qualified lawyers in courts, prosecutor's offices and law enforcement bodies;
- Critical need for corporate law specialists in commerce, banking and investment sectors;
- Training new personnel in digital law, AI regulation and data privacy (GDPR);
- Shortage of specialists in international arbitration, commercial transactions and foreign investment law;
- Necessity of highly qualified legal personnel within the 'New Uzbekistan' legal reform framework.

1.2. Regulatory and Legal Basis

- Presidential Decree PF-60 of the Republic of Uzbekistan dated January 28, 2022;
- Law of the Republic of Uzbekistan "On Education";
- Presidential Decree PF-5847 of the Republic of Uzbekistan dated October 8, 2019;
- Presidential Decrees on judicial-legal system reform under "New Uzbekistan" strategy;
- Law of the Republic of Uzbekistan "On Advocacy and Legal Assistance";
- Resolution of the Cabinet of Ministers on improving education quality assessment system.

1.3. Alignment with the Institute's Mission

The mission of the Institute of Social and Political Sciences is to train competitive specialists on the basis of a modern scientific-pedagogical approach, national values and international standards, to develop scientific research, and to strengthen social partnership.

Mission Direction	Faculty's Contribution
Quality Education	Training competitive jurisprudence, commercial law, digital law and corporate governance specialists
Innovation and Digitalization	Achieving the Institute's innovation goals through introducing modern technologies and digital educational environment
Social Partnership	Contractual cooperation with employers, state bodies and industrial enterprises
International Attractiveness	Participation in joint programs with foreign universities and international scientific events

1.4. Implementation Phases

Phase	Period	Key Tasks
Phase 1	2026–2027 (Foundation)	Building personnel capacity; strengthening material-technical base; updating the curriculum; establishing infrastructure
Phase 2	2028 (Growth)	Increasing student enrollment; improving education quality; expanding cooperation; increasing scientific publications
Phase 3	2029–2030 (Stability)	International recognition of the faculty; achieving financial sustainability; establishing the research center brand

II. EDUCATIONAL PROGRAM MISSION AND STRATEGIC GOALS

2.1. Program Concept

The educational program is practice-oriented and is built on a comprehensive educational model that combines classical theoretical education traditions with modern technologies and field practice.

2.2. Educational Program Mission

Training competitive specialists with modern knowledge, creative thinking and high-level practical skills, thoroughly prepared in the field of jurisprudence, commercial law, digital law and corporate governance.

2.3. Strategic Goals

No.	Goal	Note
1	**Practice-oriented quality education**	Forming students' professional competencies while ensuring harmony of theory and practice
2	**Modern educational-methodological infrastructure**	Equipping laboratory, media studio and digital resources base
3	**Cooperation with employers**	Establishing effective communication with field organizations and state bodies
4	**Graduate employment**	Ensuring employment of at least 80% of graduates by 2030
5	**International cooperation and attractiveness**	Joint programs with foreign universities; participation in international events
6	**Scientific-research activity**	Researching theoretical and applied problems of the field; implementing innovations
7	**Financial sustainability**	Strengthening faculty operations through extra-budgetary funds

Faculty slogan: *"Law – Justice – Stable Society"*

2.4. Forward Vision

By 2030, the "61020100 – Jurisprudence" faculty will become one of the leading educational programs in Uzbekistan for training specialists in the field of jurisprudence, commercial law, digital law and corporate governance. A research center will be established on the basis of the faculty, forming an internationally recognized scientific-practical platform.

III. SWOT ANALYSIS

STRENGTHS (S)	WEAKNESSES (W)
• Strong scientific-pedagogical potential in law at the Institute; • Proximity to major law offices, courts and state bodies in Tashkent; • Experience in clinical law practice and legal consultation; • Relevant curriculum connected to legal reforms of the Republic of Uzbekistan.	• Shortage of specialized instructors in international arbitration and commercial law; • Lack of laboratory and resources in digital law and legaltech; • Low number of international Scopus/WoS publications.
OPPORTUNITIES (O)	**THREATS (T)**
• Growing investments and attention to the legal field within 'New Uzbekistan' reforms; • Increasing lawyer demand with growing foreign investment and international commerce; • New research directions in digital law, AI ethics and blockchain-contracts; • Cooperation with international law firms (Big Law) and legaltech companies.	• Intensification of competing jurisprudence programs at other universities; • Competition of online legal services (legaltech) with traditional advocacy; • Rapid obsolescence of curricula due to fast-changing legislation.

IV. STRATEGIC DIRECTIONS AND MEASURES

Direction 1. EDUCATION QUALITY

Goal: By 2030, form an accredited, internationally compliant, practice-oriented educational program in Jurisprudence; bring graduate employment rate to at least 80%.

No.	Measure	Timeline	Responsible	Expected Result / KPI
1	Update curriculum and syllabuses with participation of law firms, courts and state bodies	2026 Jan–Feb	Academic Pro-Rector, Dept.	Approved program; employer minutes
2	Submit program for external expert review and accreditation preparation	2026 Feb–May	AMU	Accreditation documents
3	Introduce clinical legal practice, moot court and case-study assessment	From 2027	AMU	Updated assessment system; satisfaction ≥75%
4	Review program with law firms and state bodies every two years	2027, 2029	Dept. Head	Review minutes

No.	Measure	Timeline	Responsible	Expected Result / KPI
5	Link thesis topics to orders from courts, law firms and state bodies	From 2028	Dept. Head	Theses linked to field orders ≥50%
6	Establish graduate employment monitoring system	From 2027	Dept. Head	Employment ≥80%; alumni ≥100
7	Establish 'Legal Aid Day' and 'Constitution Week' as annual traditions	Annual	Dept. Head	Annual event

Direction 2. PERSONNEL CAPACITY

Goal: By 2030, bring the share of degree holders among faculty to 70%; recruit experienced field specialists; establish international internship system.

No.	Measure	Timeline	Responsible	Expected Result / KPI
1	Form a staff of 6–8 qualified faculty members	2026 Jan–Mar	HR Dept.	2026–44%, 2027–47%, 2028–50%, 2029–60%, 2030–70%
2	Recruit practitioner specialists from law firms, courts and state bodies	From 2026	Dept. Head	At least 3 persons per year
3	Establish cooperation with relevant academy/association	From 2027	Dept. Head	Partner share ≥20% (2030)
4	Send faculty for internship at foreign universities	From 2027	Intl. Dept.	At least 2 foreign internships per year
5	Direct young researchers to doctoral/PhD programs	2027–2030	Dept., Research	Doctoral students ≥3 by 2030
6	Establish incentive system for Scopus/WoS publications	2027	Dept., Research	WoS/Scopus articles ≥6 by 2030
7	Hold internal grant competitions	From 2027	Research Dept.	1 internal grant per year

Scientific-Research Priority Directions:

- (1) Commercial and corporate law: international standards
- (2) Digital law and AI regulation
- (3) International arbitration and investment law
- (4) Criminal law and criminology
- (5) Constitutional justice and human rights protection

Direction 3. INFRASTRUCTURE

Goal: By 2028, commission 6 fully equipped specialized classrooms and laboratories; increase the number of internship bases.

No.	Measure	Timeline	Responsible	Expected Result / KPI
1	Equip legal clinic room, electronic law base and Mock Court hall	2026 Jan–Jun	Director, Facilities	4 specialized classrooms
2	Conclude 5 internship agreements with courts, law firms and state bodies	2026 Mar–Apr	Dept. Head	5 agreements; 100% internship coverage
3	Establish "LexLab" — digital law and legaltech laboratory	2027	Dept.	Laboratory operational
4	Establish "International Law Center" and "Corporate Law Studio"	2027–2028	Dept.	2 centers operational
5	Establish legal publications corner and moot court showcase	2028	Dept.	Permanently operating
6	Gradually expand specialized classrooms	2027–2029	Facilities	2030–8 classrooms

Direction 4. DIGITALIZATION

Goal: By 2028, fully transition the educational process to a digital environment; complete integration with HEMIS/LMS; introduce a specialized digital platform.

No.	Measure	Timeline	Responsible	Expected Result / KPI
1	Enter all data into HEMIS system	2026	Dept., IT Dept.	100% HEMIS completeness
2	Create electronic courses for each subject via LMS	2026–2027	Dept. faculty	2026–5, 2027–15, 2028–25 courses
3	Create video lectures in law subjects	2027–2029	Dept. faculty	At least 10 video lectures
4	Integrate LexisNexis, Westlaw and Uzbekistan legislation databases	2027–2028	Dept., IT Dept.	"LexLab" digital platform launched
5	Provide Wi-Fi coverage in all classrooms	2027	Facilities	100% Wi-Fi coverage
6	Improve faculty digital competencies in legal tech	From 2027	Dept.	1 course per year; all faculty covered

Direction 5. INTERNATIONAL COOPERATION

Goal: By 2030, establish at least 1 joint educational program with a foreign university; actively participate in 2 international events per year; bring the number of foreign faculty and students to 5.

No.	Measure	Timeline	Responsible	Expected Result / KPI
1	Conclude memoranda with foreign universities (Leiden, LSE, Vienna, BRICS Law)	2026–2027	Intl. Dept.	At least 2 memoranda signed
2	Participate in international law conferences and Moot Court competitions and publish articles	2028–2030	Dept. Head	At least 2 participations per year
3	Develop joint educational program	2028–2030	Intl. Dept.	At least 1 joint program
4	Involve visiting professors from abroad	From 2028	Dean	2 per year; ≥5 by 2030
5	Cooperation within framework of relevant international programs	2029–2030	Dept. Head, Research Dept.	At least 1 international project
6	Create 2 courses in English (or other foreign language)	2029	Dept. Head	At least 2 foreign-language course programs
7	Organize annual "International Moot Court Tournament" event	2029–2030	Dept. Head, Intl. Dept.	Annual event held

Direction 6. FINANCIAL SUSTAINABILITY

Goal: By 2030, bring extra-budgetary annual income to at least 100 mln soum; diversify funding sources across 7 directions.

No.	Measure	Timeline	Responsible	Expected Result / KPI
1	Expand contract-based education	2027–2030	Dean	2027–50, 2028–75, 2029–100, 2030–100 students
2	Order-based legal consultation and document expertise services	From 2027	Dept. Head	≥20 mln soum per year
3	Law and legal literacy courses for adults	From 2028	Dept. Head	2 courses per year; ≥15 mln soum
4	Public legal master classes and free consultations	From 2027	Dept. Head	8 events per year; ≥10 mln soum
5	Submit applications for state and international grants	2027–2029	Dept. Head, Research	2 grants; ≥30 mln soum

No.	Measure	Timeline	Responsible	Expected Result / KPI
6	Corporate legal audit and contract review services	2028–2029	Dept. Head	5–10 events per year; ≥10 mln soum
7	Attract sponsorship: relevant organizations and foreign foundations	From 2027	Rector, Dept. Head	≥2 sponsorship agreements per year

V. TARGET INDICATORS (KPIs) — 2026–2030

Indicator	2026	2027	2028	2029	2030
DIRECTION 1 – EDUCATION QUALITY					
1.1 Number of students (bachelor's)	25	50	75	100	100
1.2 Graduate employment rate, %	–	–	–	70	80
1.3 Employer satisfaction rate, %	70	75	80	85	90
1.4 Student satisfaction rate, %	65	70	75	80	85
1.5 Share of practice-oriented education, %	30	35	40	45	50
DIRECTION 2 – PERSONNEL CAPACITY					
2.1 Share of academic degree holders among faculty, %	44	47	50	60	70
2.2 Number of field specialists (among faculty)	6	8	10	12	15
2.3 Industry practitioners recruited	3	4	5	6	8
2.4 Number of WoS/Scopus articles	0	1	2	4	6
2.5 Number of textbooks and manuals (total)	3	6	10	14	18
DIRECTION 3 – INFRASTRUCTURE					
3.1 Number of specially equipped classrooms	4	5	6	7	8
3.2 Number of internship bases	5	5	6	7	8
3.3 Student internship coverage, %	100	100	100	100	100
DIRECTION 4 – DIGITALIZATION					
4.1 Number of e-courses in LMS	5	15	25	30	35
4.2 Number of video lectures	0	2	6	10	12
4.3 HEMIS completeness, %	100	100	100	100	100
DIRECTION 5 – INTERNATIONAL COOPERATION					

Indicator	2026	2027	2028	2029	2030
5.1 Number of international cooperation agreements	0	2	3	4	5
5.2 Number of foreign faculty members and students	0	1	2	3	5
5.3 Participation in international exhibitions/symposiums	1	2	4	6	8
DIRECTION 6 – FINANCIAL SUSTAINABILITY					
6.1 Extra-budgetary income, mln soum	10	30	50	70	100
6.2 Number of funding sources	3	4	5	6	7
6.3 Grant project wins (total)	0	0	1	2	3

VI. RISK ANALYSIS AND CONTINGENCY MEASURES

No.	Risk Type	Probability	Impact	Trigger Condition	Mitigation Measure
1	Shortage of qualified law specialist staff	Low	High	If experienced lawyer-instructor leaves	Recruit from law firms and courts; PhD programs
2	Rapid legislative change	High	Medium	If legislation changes quickly	Annual curriculum updates; industry consultation
3	Online legaltech competition	Medium	Medium	If online legal services expand	Strengthen clinical practice and courtroom skills advantage
4	Growing competition	Low	Medium	If other HEIs open same faculty	Improve quality; LexLab and Mock Court uniqueness
5	Financial instability	Medium	High	If budget cut	Legal services income; courses; grants

VII. BUDGET AND FINANCIAL PLAN (estimated, mln soum)

Expenditure Items	2026	2027	2028	2029	2030
Material-technical base (equipment)	150	100	80	50	50
Educational-methodological support	30	25	20	20	20
Staff professional development	20	25	30	30	35

Expenditure Items	2026	2027	2028	2029	2030
Scientific research and innovation	15	20	30	40	50
International cooperation	10	15	25	30	35
Digitalization	10	15	20	20	20
Events and festivals	10	15	20	20	25
TOTAL	**245**	**215**	**205**	**210**	**235**

VIII. STRATEGIC PLAN MONITORING AND UPDATE SYSTEM

8.1. Monitoring System Structure (5 Levels)

Monitoring Type	Frequency	Responsible	Tool	Document Form
Current monitoring	Monthly	Department Head	KPI table control	Monthly report sheet
Interim evaluation	Every 6 months	Dept. Council	KPI analysis, SWOT update	Council minutes
Annual analysis	Every Dec.	Dept. Head / Dean	Full report, KPI finalization	Annual report + Action Plan
Employer review	Every 2 years	Dept. Head + employers	Focus groups, surveys	Review minutes + recommendations
Full update	Every 5 years	Dept. + AMU	Comprehensive internal evaluation	New strategic plan

8.2. KPI Achievement Assessment Scale

Achievement Level	Threshold	Grade	Action to be Taken
Target fully achieved	≥ 90%	A — Successful	Raise target for next year
Partially achieved	70–89%	B — Satisfactory	Develop Action Plan; correct within 3 months
Not achieved	< 70%	C — Unsatisfactory	Amend strategic plan; council resolution

8.3. Procedure for Amending the Strategic Plan — 6 Steps

Step	Description	Responsible	Timeline	Document
1	Identification of deficiency during interim monitoring	Dept. Head	May/Nov.	Monitoring report
2	Justification of need for amendment and preparation of proposal	Dept. Council	10 work days	Justification letter

Step	Description	Responsible	Timeline	Document
3	Discussion and decision at department council meeting	Dept. Council (meeting)	15 work days	Council minutes
4	Amendment agreed with Academic-Methodological Unit	AMU Head	5 work days	Agreement note
5	Updated plan approved by Dean/Director	Rector/Dean	3 work days	Approval order
6	Updated plan announced to stakeholders	Dept. Head	5 days after approval	Announcement (website, board)

IX. EXPECTED RESULTS FROM STRATEGY IMPLEMENTATION

9.1. Education Quality

- By 2030, accredited program meeting international standards formed;
- Graduates competitive as jurisprudence, commercial law, digital law and corporate governance specialists; employment ≥80%;
- Each graduate with solid practical skills and legal clinic experience.

9.2. Scientific-Research Activity

- At least 6 scientific articles published in WoS and Scopus-indexed journals;
- At least 5 monographs and textbooks published;
- At least 3 intellectual property objects (patents, certificates) obtained;
- Research center formed as internationally recognized platform.

9.3. International Cooperation

- At least 1 joint educational program established with a foreign university;
- Number of foreign faculty members and students reaches at least 5;
- Regular participation in international symposiums ensured;
- Regular participation in international moot court competitions ensured.

9.4. Financial Sustainability

- 3 scientific-creative centers and laboratories operate stably on the basis of the faculty;

Extra-budgetary income reaches at least 100 mln soum per year.

- Funding sources diversified across 7 directions.
- Extra-budgetary income reaches at least 100 mln soum per year.

Academic Activities
Pro-Rector for Research: **N.A. Beketov**