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

INSTITUTE OF SOCIAL AND POLITICAL SCIENCES

NON-STATE HIGHER EDUCATIONAL INSTITUTION

70410102 – ECONOMICS
MASTER'S SPECIALIZATION

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 "70410102 – Economics" master's specialization at the Institute of Social and Political Sciences. The strategic plan serves as a planning and management tool for the sustainable development of the educational program.

The "Economics" master's specialization is aimed at training highly qualified master's specialists with scientific-research skills, thoroughly prepared in the field of economic analysis, macroeconomics, digital economy and financial policy.

Relevance of specialization development:

- Shortage of master's-level economic analysis and policy personnel in Ministry of Finance, Central Bank and economic development institutions;
- Need for specialists capable of conducting economic modeling and empirical research in international organization (World Bank, IMF, EBRD) projects;
- Necessity of scientific analysis personnel for Uzbekistan's economic reforms (privatization, investment environment);
- Training specialists capable of researching digital economy, fintech and blockchain economic impact;
- Need for econometrics and big data analysis specialists in banking, finance and investment sectors.

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 dated October 8, 2019;
- Resolution of the Cabinet of Ministers of 2023 on improving the education quality assessment system;
- EQF (European Qualifications Framework) Level 7 requirements for master's programs.

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. The master's program fully covers the scientific-research and high-qualification personnel training component of this mission.

Mission Direction	Program's Contribution
Quality Education	Training highly qualified master's specialists with deep scientific-research skills in the field of economic analysis, macroeconomics, digital economy and financial policy, contributing to the Institute's strategic goals
Innovation and Research	Achieving the Institute's innovation goals through implementing modern scientific-

Mission Direction	Program's Contribution
	research technologies and digital educational environment
Social Partnership	Cooperation with employers, state bodies and scientific institutions based on research contracts
International Attractiveness	Double-degree programs, research mobility and participation in international scientific events

1.4. Implementation Phases

Phase	Period	Key Tasks
Phase 1	2026–2027 (Foundation)	Building research personnel capacity; establishing infrastructure; updating curriculum; first student admissions
Phase 2	2028 (Growth)	Increasing enrollment; expanding scientific publications; strengthening research-practice integration
Phase 3	2029–2030 (Stability)	International recognition; financial sustainability; establishing research center as recognized platform

II. EDUCATIONAL PROGRAM MISSION AND STRATEGIC GOALS

2.1. Program Concept

The master's program is research-oriented and is built on an integrated educational model combining deep theoretical knowledge, independent scientific research, and international academic standards. The program is designed for graduates who wish to pursue doctoral studies or contribute to high-level professional practice.

2.2. Educational Program Mission

Training highly qualified master's specialists with deep theoretical knowledge, independent scientific-research skills, and the ability to work at international level in the field of economic analysis, macroeconomics, digital economy and financial policy.

2.3. Strategic Goals

No.	Goal	Note
1	**Research-focused quality education**	Forming master's students' scientific and professional competencies at EQF Level 7
2	**Scientific-research infrastructure**	Equipping modern research laboratories, scientific databases and digital resources
3	**Cooperation with employers and scientific institutions**	Establishing effective partnership with field organizations, academies and research centers

No.	Goal	Note
4	**Graduate employment and doctoral progression**	Ensuring employment ≥80% and doctoral enrollment ≥20% of graduates by 2030
5	**International cooperation and recognition**	Double-degree programs, research internships, joint publications
6	**Scientific publication activity**	At least 8 WoS/Scopus articles per year by 2030
7	**Financial sustainability**	Securing extra-budgetary funding through research contracts, grants and consulting services

Program slogan: *"Empirical Analysis – Economic Policy – Sustainable Development"*

2.4. Forward Vision

By 2030, the "70410102 – Economics" master's specialization will be recognized as an accredited, EQF Level 7-compliant model program at international standards in Uzbekistan. A research center will be established on its basis, forming an internationally recognized scientific-research platform in the field of economic analysis, macroeconomics, digital economy and financial policy.

III. SWOT ANALYSIS

STRENGTHS (S)	WEAKNESSES (W)
• Strong economics faculty with experience in applied research and economic policy analysis; • Connections with Ministry of Finance, Central Bank and international organizations; • Research tradition in Uzbekistan's economic transformation and reform analysis; • Position for digital economy and development economics research.	• Limited econometrics and data analysis laboratory infrastructure; • Low number of publications in top economics journals (SSCI Q1-Q2); • Insufficient connections with top global economics research networks.
OPPORTUNITIES (O)	**THREATS (T)**
• International organization (WB, IMF, ADB) interest in Uzbekistan economic research; • Growing demand for evidence-based policy research in government and private sector; • New research directions in digital economy, platform economics and development finance; • Opportunities with ADB Institute, CERGE-EI and international economics programs.	• Competition from economics master's programs at TSUE and NUUz; • Competition from better-paid analytical roles in international organizations; • Economic policy instability making research outputs rapidly obsolete.

IV. STRATEGIC DIRECTIONS AND MEASURES

Direction 1. EDUCATION QUALITY

Goal: By 2030, achieve accreditation at EQF Level 7 international standards; ensure ≥80% graduate employment and ≥20% doctoral progression.

No.	Measure	Timeline	Responsible	Expected Result / KPI
1	Update curriculum and dissertation requirements based on EQF Level 7 standards with employer and academic partner input	2026 Jan–Feb	Academic Director	Approved program; updated dissertation guidelines
2	Submit program for external expert review and international accreditation preparation	2026 Feb–May	AMU	Accreditation package; international expert evaluation
3	Introduce dissertation, working paper submission and policy brief writing as key assessment tools	From 2027	Program Coordinator	Updated assessment; satisfaction ≥80%
4	Review curriculum with employers and academic partners every two years	2027, 2029	Program Director	Review minutes; recommendations incorporated
5	Establish dissertation committee with international co-supervisors	From 2028	Program Director	International co-supervision ≥30% of theses (2030)
6	Establish graduate tracking system (employment + doctoral enrollment)	From 2027	Program Coordinator	Employment ≥80%; doctoral enrollment ≥20%
7	Establish "Annual Economics Research Symposium" as annual academic tradition	Annual	Program Director	Annual event; growing participation

Direction 2. PERSONNEL CAPACITY

Goal: By 2030, ensure 85% of faculty hold academic degrees; recruit international visiting researchers; establish joint supervision system with foreign universities.

No.	Measure	Timeline	Responsible	Expected Result / KPI
1	Form core faculty of 4–6 research-active members with PhDs	2026 Jan–Mar	HR Dept.	2026–70%, 2027–75%, 2028–78%, 2029–82%, 2030–85%
2	Recruit practitioner-researchers from Ministry of Finance, Central Bank,	From 2026	Program Director	At least 2 per year

No.	Measure	Timeline	Responsible	Expected Result / KPI
	World Bank Uzbekistan office and research institutes			
3	Establish cooperation with ADB Institute, CERGE-EI and international development research networks	From 2027	Program Director	Partner researchers ≥20% (2030)
4	Send faculty for research internship at top foreign universities	From 2027	Intl. Dept.	At least 1 per year; conference attendance
5	Direct graduates to PhD programs within and abroad	2027–2030	Program Coordinator	Doctoral students ≥3 by 2030
6	Establish incentive system for top-tier (WoS/Scopus Q1-Q2) publications	2027	Research Dept.	8+ WoS/Scopus articles per year by 2030
7	Apply for research grants (state, international, institutional)	From 2027	Research Dept.	1 grant per year; at least 3 won by 2030

Scientific-Research Priority Directions:

- (1) Uzbekistan macroeconomic policy and reform analysis
- (2) Digital economy and platform economics: empirical research
- (3) Welfare economics and social policy
- (4) Financial markets and investment analysis
- (5) Development economics: poverty, inequality and structural transformation

Direction 3. RESEARCH INFRASTRUCTURE

Goal: By 2028, commission fully equipped research laboratory; access to major scientific databases (Scopus, WoS, specialized); establish research base partnerships.

No.	Measure	Timeline	Responsible	Expected Result / KPI
1	Equip econometrics laboratory with Stata, R, Python workstations and Bloomberg/Refinitiv data access	2026	Program Director	Research lab operational; all students have access
2	Conclude research agreements with Ministry of Finance, Central Bank and international organizations	2026 Mar–Apr	Program Director	3–4 agreements; dissertation data access

No.	Measure	Timeline	Responsible	Expected Result / KPI
3	Establish "EconLab" — specialized research laboratory	2027	Program Director	Laboratory fully operational
4	Establish Applied Economics Research Center and Policy Analysis Studio	2027–2028	Program Director	Research center operational
5	Provide access to Scopus, WoS, and specialized academic databases	2026–2027	IT Dept.	Access to 3+ major databases by 2027
6	Establish collaborative workspace and research seminar room	2027	Program Director	Seminar room active; weekly research seminars

Direction 4. DIGITALIZATION

Goal: By 2028, fully integrate educational process with HEMIS/LMS; launch digital research platform; provide access to international e-libraries.

No.	Measure	Timeline	Responsible	Expected Result / KPI
1	Enter all program data into HEMIS system	2026	Program Coordinator	100% HEMIS completeness
2	Create LMS-based research methodology and specialization courses	2026–2027	Faculty	3 courses 2026; 8 by 2027; 15 by 2028
3	Create research lecture videos and methodology tutorials	2027–2029	Faculty	At least 10 video resources
4	Integrate Stata, R, Python, MATLAB and Bloomberg/Refinitiv data platforms into research workflow	2027–2028	Program Coordinator, IT	"EconLab" digital research platform launched
5	Set up high-speed Wi-Fi in all research spaces	2027	IT Dept.	100% connectivity
6	Train faculty in digital research tools and open-access publishing	From 2027	Research Dept.	All faculty trained; 1 workshop per year

Direction 5. INTERNATIONAL COOPERATION

Goal: By 2030, establish at least 1 double-degree or joint research program with a foreign university (Wien, CEU Budapest, ADB Institute, CERGE-EI); ensure annual participation in top international conferences.

No.	Measure	Timeline	Responsible	Expected Result / KPI
1	Conclude memoranda with Wien, CEU Budapest, ADB Institute, CERGE-EI	2026–2027	Intl. Dept.	At least 2 MOUs signed
2	Participate in international economics conferences (EEA, ASSA, RES)	2028–2030	Program Director	At least 2 presentations per year
3	Develop double-degree or joint research program	2028–2030	Intl. Dept.	At least 1 joint program or double-degree
4	Invite visiting professors and research fellows from abroad	From 2028	Dean	1–2 per year; 4 total by 2030
5	Engage in relevant international research networks and consortia	2029–2030	Program Director	Member of at least 1 international research network
6	Create 2 core courses entirely in English	2029	Program Director	2 English-language courses by 2029
7	Organize annual "Annual Uzbekistan Economic Policy Forum" scientific event	2029–2030	Program Director, Intl. Dept.	Annual event attracting international participants

Direction 6. FINANCIAL SUSTAINABILITY

Goal: By 2030, bring extra-budgetary annual income to at least 50 mln soum through research contracts, consulting services and grants; diversify funding across multiple sources.

No.	Measure	Timeline	Responsible	Expected Result / KPI
1	Expand contract-based enrollment for master's program	2027–2030	Dean	2027–20, 2028–30, 2029–40, 2030–50 students
2	Order-based economic analysis, feasibility studies and policy consulting services	From 2027	Program Director	≥10 mln soum per year income
3	Econometrics, data analysis and economic policy short courses for practitioners	From 2028	Program Director	2 short courses per year; ≥8 mln soum
4	Organize public research seminars and professional development workshops	From 2027	Program Director	6 events per year; ≥5 mln soum
5	Apply for World Bank, ADB, state and international economics research grants	2027–2029	Research Dept.	At least 3 grants won; ≥30 mln soum total

No.	Measure	Timeline	Responsible	Expected Result / KPI
6	Develop consulting services in the specialization field	2028–2029	Program Director	2–3 consulting contracts per year; ≥10 mln soum
7	Attract sponsorship from field-relevant organizations	From 2027	Director	≥1 sponsorship agreement per year

V. TARGET INDICATORS (KPIs) — 2026–2030

Indicator	2026	2027	2028	2029	2030
DIRECTION 1 – EDUCATION QUALITY					
1.1 Number of master's students	10	20	30	40	50
1.2 Graduate employment rate, %	–	–	–	70	80
1.3 Graduate doctoral enrollment rate, %	–	–	–	15	20
1.4 Employer satisfaction rate, %	75	78	80	85	90
1.5 Student satisfaction rate, %	70	75	78	82	85
DIRECTION 2 – PERSONNEL CAPACITY					
2.1 Share of academic degree holders among faculty, %	70	75	78	82	85
2.2 Number of field specialists (among faculty)	4	5	6	7	8
2.3 PhD students from among graduates	0	0	1	2	3
2.4 Number of WoS/Scopus articles (faculty)	2	4	5	7	8
2.5 Number of WoS/Scopus articles (master's students)	0	2	4	7	10
DIRECTION 3 – INFRASTRUCTURE					
3.1 Number of equipped research labs/rooms	2	3	4	5	6
3.2 Number of internship/research bases	3	4	5	6	7
3.3 Scientific database access (Scopus, WoS, etc.)	1	2	3	3	3
DIRECTION 4 – DIGITALIZATION					
4.1 Number of e-courses in LMS	3	8	15	20	25
4.2 Number of research video lectures	0	2	4	8	10
4.3 HEMIS completeness, %	100	100	100	100	100
DIRECTION 5 – INTERNATIONAL COOPERATION					

Indicator	2026	2027	2028	2029	2030
5.1 International cooperation agreements	0	1	2	3	4
5.2 Foreign faculty/visiting researchers	0	1	2	3	4
5.3 International conference participations	1	2	3	5	6
DIRECTION 6 – FINANCIAL SUSTAINABILITY					
6.1 Extra-budgetary income, mln soum	5	15	25	35	50
6.2 Number of research contracts	0	1	2	3	4
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
1	Shortage of qualified research-pedagogy staff	Medium	High	If experienced researcher leaves	Recruit visiting professors; joint supervision; PhD programs
2	Low enrollment due to limited master's program awareness	Medium	Medium	If applicants prefer bachelor's-to-work track	Active promotion; scholarship offers; career success stories
3	Graduate employment difficulties	Low	High	If market demand decreases	Maintain employer partnerships; alumni network; consulting activities
4	Insufficient scientific publication activity	Medium	High	If faculty workload prevents research	Provide writing support; grant funding; reduce teaching load
5	Financial instability	Medium	Medium	If budget cut or grant not won	Diversify: research contracts; consulting; international grants

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

Expenditure Items	2026	2027	2028	2029	2030
Research laboratory equipment	80	60	50	40	40
Scientific databases and resources	20	20	20	20	20

Expenditure Items	2026	2027	2028	2029	2030
Staff professional development	15	20	25	25	30
Scientific research and publication	20	25	35	45	55
International cooperation	10	15	20	25	30
Digitalization	10	10	15	15	15
Scientific events and conferences	5	10	15	15	20
TOTAL	**160**	**160**	**180**	**185**	**210**

VIII. STRATEGIC PLAN MONITORING AND UPDATE SYSTEM

8.1. Monitoring System Structure (5 Levels)

Monitoring Type	Frequency	Responsible	Tool	Document Form
Current monitoring	Monthly	Program Coordinator	KPI table control	Monthly report sheet
Interim evaluation	Every 6 months	Academic Council	KPI analysis, SWOT update	Council minutes
Annual analysis	Every Dec.	Program Director / Dean	Full report, KPI finalization	Annual report + Action Plan
Stakeholder review	Every 2 years	Director + employers	Focus groups, surveys	Review minutes + recommendations
Full update	Every 5 years	Dept. + AMU	Comprehensive 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	Program Coordinator	May/Nov.	Monitoring report

Step	Description	Responsible	Timeline	Document
2	Justification of need for amendment and preparation of proposal	Academic Council	10 work days	Justification letter
3	Discussion and decision at academic council meeting	Academic 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 Director/Rector	Rector	3 work days	Approval order
6	Updated plan announced to stakeholders	Program Coordinator	5 days after approval	Announcement (website, board)

IX. EXPECTED RESULTS FROM STRATEGY IMPLEMENTATION

9.1. Education Quality

By 2030, the Economics master's program will be recognized as accredited at EQF Level 7, meeting international standards as a model program;

At least 80% of graduates will be employed in their specialization; at least 20% will continue to doctoral programs;

Each master's graduate will be formed as a specialist capable of conducting independent scientific research, writing a dissertation, and working at international level.

- Graduates form as independent economic researchers capable of policy analysis, empirical modeling and working with international organizations.

9.2. Scientific-Research Activity

- At least 8 WoS/Scopus articles published per year (faculty + students combined);
- Master's students publish at least 10 Scopus articles in total;
- At least 3 intellectual property objects (patents, certificates) obtained;
- EconLab becomes a recognized applied economics research platform with real data access.

9.3. International Cooperation

At least 1 double-degree or joint research program established with a foreign university (Wien, CEU Budapest, ADB Institute, CERGE-EI);

Number of visiting foreign researchers/professors reaches at least 4;

Regular participation in top international conferences ensured;

- Regular participation in top economics conferences and policy forums ensured.

9.4. Financial Sustainability

- Research center operates stably as an internationally recognized scientific platform;
- Extra-budgetary income from research contracts, consulting and grants reaches at least 50 mln soum per year;
- Funding sources diversified across at least 4 directions.

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