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The Report on Kulob State University named after Abuabdullohi Rudak preparedness for future challenges

Kulob State University named after Abuabdullohi Rudaki-
KulSU, Tajikistan



Triggering innovative approaches and entrepreneurial skills for students through creating conditions
for graduate's employability in Central Asia

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Content

Introduction	4
1. KulSU in a glance	4
2. University organisation and management	5
3. Education	8
4. Research and Innovation	9
5. International cooperation and internationalisation	11
6. Informatisation	15
7. Self- assessment of dimensions based on HEINNOVATE	16
8. SWOT analyses based on self-assessment	24
9. The main areas for further intervention on Kulob State University named after Abuabduलोhi Rudak preparedness for future challenges	25

graduate the University. It has been taking an active participation in 8 TEMPUS and ERASMUS MUNDUS and ERASMUS+ projects as: CANQA, Pro-Training, QUADRIGA, EDUCA, TuCAHEA, CANEM, PAWER and EXTEND. KulSU had one contract in the framework of ERASMUS+ Key 1 with University of Las Palmas, Spain. In the framework of the projects were signed bilateral agreements with more than 50 Universities of Central Asia, Russia, Belorussia, Ukraine, Armenia (Erevan State University), China, India, Iran, Pakistan, Malaysia, USA, Germany, Great Britain, Spain, Italy, Netherlands, Czech Republic, Austria, Portugal and etc. on realization of different projects and solving the different problems of education.

Kulob State University named after Abuabdulloh Rudaki is situated on the south of Tajikistan, in Kulob City-the Centre of Kulob Zone of Khatlon Province. KulSU prepares the specialists on Pedagogy, Psychology, Diplomacy, International Relations, Law, Economy, Biology, Chemistry, Tourism and other. The main employers of KulSU graduates are the Secondary Schools, the banks, financial organizations, Tax Committees, corporations, firms and other organizations of Kulob Zone districts. The main employer of KulSU graduates in the Ministry of Education and Science of the Republic of Tajikistan. Nearly 70% of graduates every year will be employed in the Secondary schools, colleagues, HEIs of Kulob zone districts. Also, the lawyers, economists, bankers, tourism direction specialists and etc. work on their spheres in Kulob Zone Districts.

2. University organisation and management

The human resources at KulSU

Kulob State University named after A. Rudaki is a State Educational Institution. The rector of Kulob State University is a Head of the HEI. It has 5 Vice-rectors: Vice-rector on training affairs, Vice-rector on education, Vice-rector on science and innovation, Vice-rector on International Relations and Vice-rector on economic affairs. It has 10 faculties and each faculty has a Dean, vice-dean on training, vice-dean on education. Also, in each faculty in the direction of specialties there are the departments. The whole number of departments in the university are 34. There are employed 803 academic and non-academic staff in KulSU. 572 of them are the academic staff which are also the researchers. The rest 231 of them are non-academic staff.

Budget of University

The total budget of Kulob State University is 3 940 645 Euro for 2021-2022 academic year. 1 884 574 Euro of this budget is from the Private sector/ the fee the students will pay for their study for a year. 2 056 071 Euro is from public sector, will be paid by the Government of the Republic of Tajikistan as a quote for the study of Tajik students in Kulob State University named after Abuabdullohi Rudaki. From the budget funded by the Government of the Republic of Tajikistan 27 640.5 Euro will be funded

for research activities of staff every year. For the International Operations, Student/Staff mobility it is not the such article in the KulSU budget.

KulSU Ranking

Every year will be appointed the rating of the HEIs of the Republic of Tajikistan around the report of the Agency for supervision in the field of Education and Science under the President of the Republic of Tajikistan. By the results of the report of the Agency following the main achievements of HEIs on Education, Science, Infrastructure, quality of education and etc. KulSU is on the 12 place among the HEIs of the Republic of Tajikistan.

Type of HEI

KulSU is public institution

Quality Assurance

KulSU was honoured by the Certificate on Education Quality by the Agency for supervision in the field of Education and Science under the President of the Republic of Tajikistan in 2018. This Certificate's number is AY#0001422 and it is given for preparing of specialists on 53 courses on BA degree, 24 courses on MA degree, and 20 courses on PhD.

The training for service providers/technical staff

KulSU provides regular training for service providers or/and technical staff in the area of best practices and leadership. The staff weeks or training of the front office staff is not provided. Furthermore, every year is provided the Refresher Courses for the teaching staff of the KulSU and each academic staff have to complete the course at least once in five year. Also, around the signed the bilateral contracts with the foreign HEIs and around the International projects the KulSU staff will find the such opportunities to participate in staff trainings abroad. For 5 last years' more than 10% of KulSU staff have participated in staff training opportunities abroad. The most of KulSU staff have participated in staff trainings abroad in the frame of the International projects.

KulSU identity, or a brand

KulSU started to build HEI identity (logo) but KulSU does not have a Marketing and Communication Plan and there is no marketing and communication office.

The internal communication

There are 5 vice-rectors: vice-rector on training, vice-rector on science and innovation, vice-rector on international relations, vice-rector on education, vice-rector on economic part, departments for different kinds of works and for 10 faculties there are dean's offices and each of them are responsible for internal communication on their directions.

The external communication

Each of the structures named above are responsible for external communication on their directions. It means that KulSU does not have rules for external communication and office responsible for the external communication.

The international communication

International Relations office is responsible for International communication.

KulSU website

The website design is attractive, the information is well structured, clear and objective. The information is in Tajik and Russian language. The platform for information in English is ready, but there is still no information in English there.

KulSU social networks

The Facebook is active; the other social networks are not used by KulSU.

The printed/electronic versions of brochures, guides, etc.

KulSU has printed/electronic versions of its brochures, guides. Also, a video is prepared on the services and the opportunities in Kulob State University and is shown through the local TVs to involve the applicants. Also KulSU has a Newspaper “Anvori Donish” which is published every month. The whole HEI life is clear on this Newspaper. For the Scientific results every month KulSU publish two scientific journals: Bulletin of Kulob State University named after Abuabduhlohi Rudaki, which is included in the list of peer-reviewed scientific publications of the Higher Attestation Commission of the Republic of Tajikistan, and the journal “Researcher” where publish their scientific articles the Master degree students.

The merchandise for sale on campus

KulSU does not sell merchandise.

The Activities with marketing and communication impact

In the past few years KulSU implemented the several activities with relevant marketing and communication impact. Every year, KulSU provides the Open Days for the High Secondary Schools gradutors. The purpose of this activity is to involve as more candidates to choose KulSU for their study. There are 4-5 national and international level conferences on different areas of science involving the Scientists from the whole HEIs of the Republic of Tajikistan and from abroad every year. There are the fairs on KulSU staff and students' scientific, technical, national Craft achievements and etc. before the conferences. Two times a year, by the end of each term the press-conferences for the local and International mass-media representatives on university achievements is organised.

3. Education

Total number of students

Totally in Kulob State University named after Abuabduलोhi Rudaki study 12 546 students in BA, MA and PhD degrees. The number of Bachelor degree students is 12111 (47 foreign students), Master 371 students (12 foreign students) and PhD 64 students (7 foreign students). Also there are doing their research after PhD 15 university staff (this job is equalized to Post-Doc).

Total Number of study programs:

There are 58 study programs at KulSU, which are accredited by The Agency for Supervision in the field of Education and Science under the President of the Republic of Tajikistan once in 5 year. There are no programs in English in KulSU yet, but in the University Strategy Plan it is discussed to organize the two-three courses on Economy direction in English.

Accreditation of study programmes

There are no study programmes accredited by international organizations.

Mobility indicators

	Incoming	Outgoing
Number of students	0	73 (for last 5 years)
Number of teachers/professors	7	162 (for last 5 years)
Number of non-academic staff	0	6 (for last 5 years)
Number of international student traineeships	0	44 (for last 5 years)

Offer of free online courses/ MOOCs

KulSU does not provide free online courses.

Offer of summer schools or short training courses

KulSU does not provide summer schools for staff. Sometimes, there are provided short trainings courses on active methods of teaching and learning for the teaching staff. It was provided 182 summer schools or short training courses for the students by KulSU during last 5 years.

Offer of new pedagogical models (ICT/E-learning/Distance Learning) for students:

Since 2016 the Distance Learning in KulSU is opened and in 2022 there was accepted more than 400 students on 9 faculties of the University. Now there are studying more than 3400 students on

- MSc, PhD and postdoc research mobility (outgoing): 8

The Innovation indicators

- Number of new patent applications – national: 4
- Number of new patent applications – international: 0
- Number of Spin Offs: 0

5. International cooperation and internationalisation

The bilateral/multilateral international agreements:

Altogether 89 bilateral agreements have been signed between KulSU and its foreign partners. It is important to point out that more than 60 of signed agreements with the HEIs abroad were signed during or after cooperation around TEMPUS or ERASMUS+ projects. The KulSU is not a part of the international networks yet.

Regarding the grants available for international students there are 2 students from Afghanistan studying around university grants in KulSU and 6 students from Afghanistan and Turkmenistan are studying around national grants in KulSU. None international sources are used for the students grants.

The KulSU Managing Board (Board of Directors) is traditional. KulSU is a State University. Its main manager is Rector, who has 5 Vice-rectors on 5 directions of the University life. They are: Vice-rector on academic affairs, Vice-rector on science and innovation, Vice-rector on education, Vice-rector on International Relations and Vice-rector on economic affairs. The main decisions on international affairs are made by the Vice-Rector on International Relations and will be provided to rector for confirmation. The legislature of the University is KulSU Scientists' Council. Further there are the Departments on all University life, who coordinates academic, scientific, educational, international and economic life of the University. There 10 faculties and 38 departments in the University. All of the pointed departments are responsible for their part on Internationalization of Higher Education.

The university internal infrastructure is working properly and in the frame of statute approved by the ministry of education. The process of reflection is going through university newsletter and magazine. The rating of internal infrastructure will be checked once in five years by the Agency for supervision in the field of Education and Science and by the internal assessment committee created by KulSU

rector.

For internationalization of Higher Education there was organized the such departments as: Carrier building and Innovation Centre, Distance learning Centre (until 2016 KulSU did not provide the such service), The Centre of assessment of education quality, Testing Centre, The Centre of registration of Credit System of Education and etc. Until the 2010-2015 years the education system of KulSU was traditional system. We may say that after the reform of educational system the Traditional Education System which has been working since the USSR has been changed by European Credit System of Education.

Now KulSU newsletter is available in English. KulSU does not have on campus English Signage, help desk.

The transparent grading system exists, the formal document in English explaining the system is available. Now it is using ECTS credits for the three level of education. The volume for BA degree is 240 ECTS, for MA degree 120 ECTS and for PhD degree 180 ECTS.

KulSU grading system

No	Grades in letter	Number of points	The scale of the percentage of the correct answer	Meaning of Grades
1	A	4:0	95-100	Excellent
2	A-	3:67	90-94	
3	B+	3:33	85-89	Good
4	B	3:0	80-84	
5	B-	2:67	75-79	
6	C+	2:33	75-74	Satisfactory
7	C	2:0	65-69	
8	C-	1:67	60-64	
9	D+	1:33	55-59	
10	D	1:0	50-54	Bad
11	F	0,99-0	0-49	

KulSU does not provide or finance the students' international internship even in PhD level, because of lack of budget.

The International Strategy and annual objectives are discussed only at the level of administration and in Scientific Council of the University. The main decisions made by the University authorities is

The Internationalization is formally acknowledged in Strategic plan of university. Now each of KuSU departments are working on internationalization, but there is no concrete period set up. KuSU staff is working to achieve results on this direction, solving the problems on time. Organization of courses in English, getting international accreditation for some courses, development of international cooperation and organization of student's/staff mobility are the main priorities of the university.

There are no minimum English language requirements needed at university level. The candidates with English knowledge coming to work in KulSU are preferred while excepting the specialists. While writing and publishing the scientific papers the teachers have to provide the annotation in three languages, Tajik, Russian and English. It is the only one requirement for staff in KulSU. But, if somebody from the candidates for work in KulSU knows foreign languages he/she is preferred.

There have been changed the form of education from traditional system into credit system of education. And in this process has been developed the several centres and department as testing Centre, Registration Centre of Credit System of Education, Centre of Carrier building, Centre of Distance Learning, Department of Monitoring and Control of Education, ICT Centre, Extend Centre, Centre of realisation of Bologna process.

The criteria are defined by the Ministry of Education and Science and by the Government of the Republic of Tajikistan. The University Requirements are: partnership have to cover the education process and principles, has to work on development and rising of science and education and met the bilingual interests.

- Application Forms
- Change of Courses Form
- Equivalence Request Forms or related
- Transcripts
- Diploma or Diploma Supplement (or equivalent)
- Strategic Plan
- Internationalization Plan or Strategy

All the documents at university are available mainly in two languages – Russian and Tajik, but if some

documents are needed in English language they are translated and proved by the International relations office.

The funding allocated to international operations

KulSU does not funds allocated to international operations yet, but now university is going to plan the such part in the University budget for the next year.

The most important change/improvement to your internationalization model:

- ✓ Student mobility
- ✓ Academic staff mobility
- Non-academic staff mobility
- ✓ Bilateral or multilateral cooperation
- ✓ International traineeship
- ✓ Participation in international university networks
- Strategic partnerships
- ✓ Study programs in English
- Study programs in other foreign languages
- International marketing
- Summer schools
- ✓ International capacity building projects
- ✓ Joint/double degree study programs with international partners
- ✓ Internationalization of curricula
- ✓ International research activities

The free online courses/ MOOC in English

KulSU does not offer free online courses. There are free courses on BA level on distance learning for Tajik citizens which costs are covered by the Government of the Republic of Tajikistan.

The summer schools or short training courses in English or other foreign language

KuLSU does not offer summer schools or courses in English at all.

The new pedagogical models (ICT/E-learning/Distance Learning) for international students

There are no such courses. But following KulSU strategic plan on Internationalization the Distance learning Centre is developed for providing of the such services on international level. Such as we KulSU has courses only in Tajik language, the such courses and services are provided only for Tajik students. In the future KulSU is going to develop this part of its services too.

The access to a multinational work environment at some period/time, during their academic path (e.g. job shadowing in an international company)

KulSU students have no access to the multinational work environments yet.

The internal service(s) focused and responsible for international promotion

Mainly the HEI authority, 34 departments and 10 faculties are responsible for international promotion but international relations office controls and coordinates their work.

The programs to encourage international visibility (e.g. Ambassador's Program)

The programmes do not exist.

The events in which KulSU participated (since 2016)

There were 5 International fairs organized by Russian HEIs. KulSU has participated in 4 International Days organized by local partners and 7 International Days organized by foreign partners. Also around the ERASMUS+ projects more than 50 KulSU staff have participated in more than 20 international trainings, workshops, and other events. KulSU does not participate in twinning programme. KulSU has its leaflet in English and Russian languages.

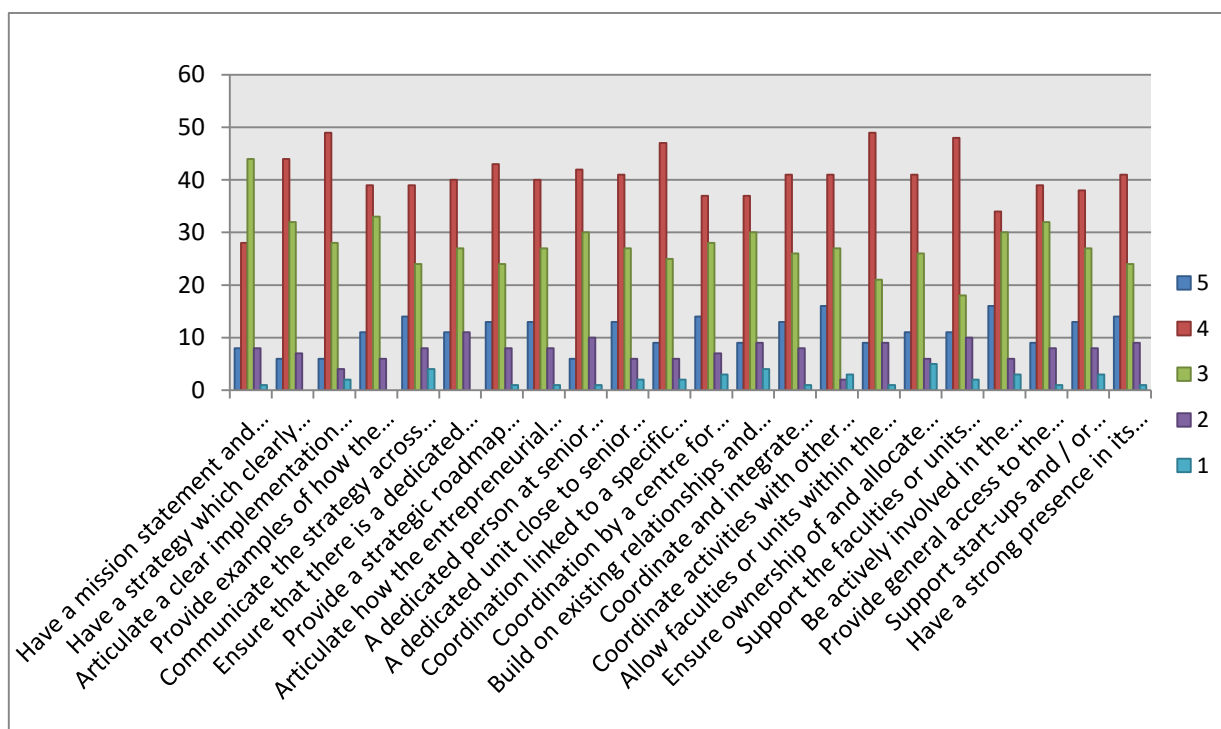
6. Informatisation

The KulSU institutional information system

Kulob State University has web-site for information. Any information relating the University life is placed at web-site: www.kgu.tj and everybody can find the interesting information there. Web-site is available in 2 languages - Tajik and Russian. The KulSU specialists are working on information in English. For good organization of the university administration the Intranet is available, where communication between the KulSU authority with the Departments and Faculties is carried out. The Computed assist system, Academic platform, platform for the Mobility of the students or HR platform are not available.

7. Self- assessment of dimensions based on HEINNOVATE

DIMENSION: Leadership and Governance

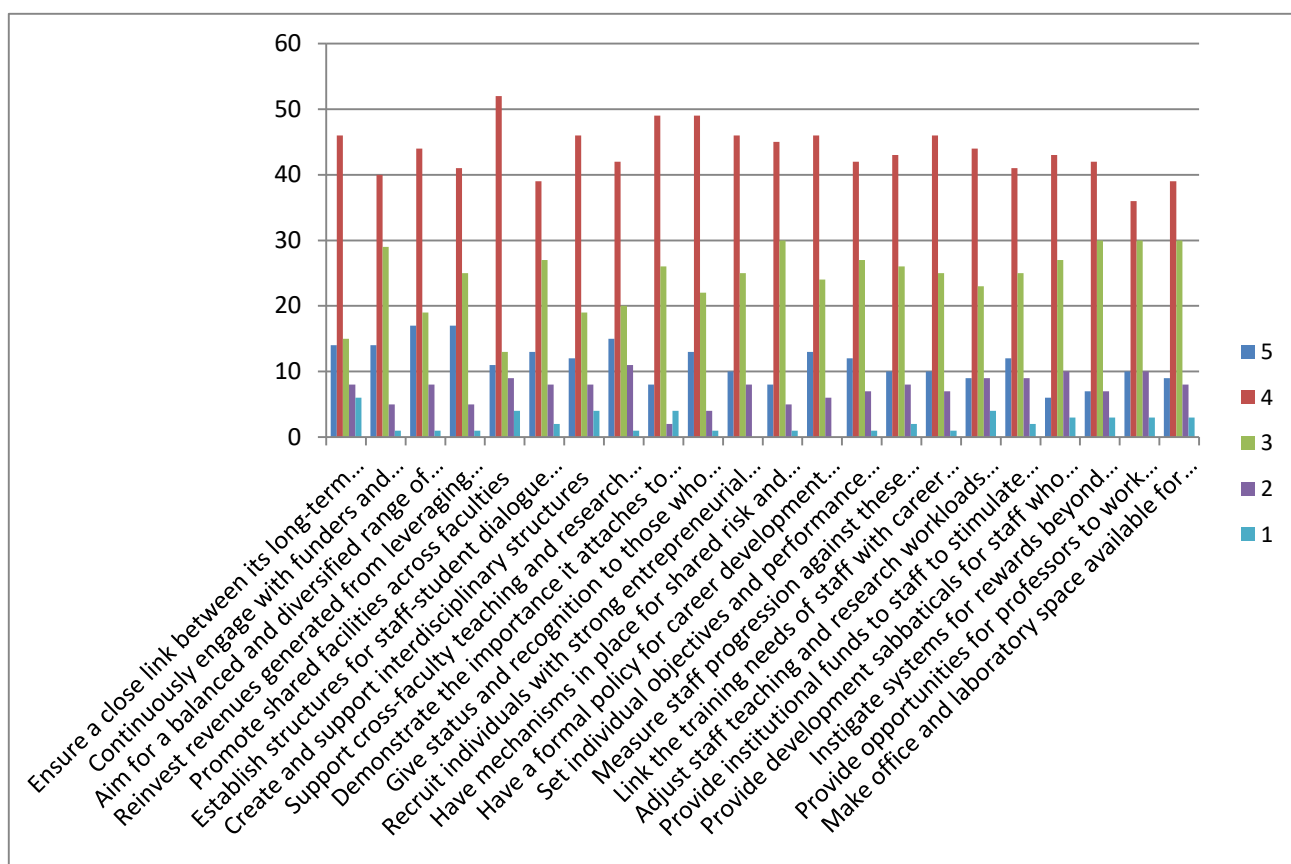


As the results of the survey KulSU found out that the governance and Leadership in KulSU is a little bit higher than the middle point by the opinion of participants in the survey. In the 21 century every organization has to have Leader, but not Director. A good Leadership can be guarantee of success in future HEI life in all of its activities Taking into account that more than 58% of KulSU respondents rated excellent and good points in this dimension it can be considered as a good, but not enough. It means KulSU authority have to do a lot to get success and find its place in International Education Labour.

The measures to be taken by KulSU:

- Participation of more staff in making decision on the way of HEI development.
- Close work with all HEI part / departments on University development on entrepreneurial way
- Support the faculties or units through a range of incentives and rewards linked to the demonstration of entrepreneurial and innovative outcomes
- Provide general access to the facilities of the institution to others in the wider Community
- Support start-ups and / or established companies in the region to enhance innovation and growth

DIMENSION: Organisational Capacity: Funding, People and Incentives



As we look at the results of survey in KulSU for organizational capacity, it looks like HEI Authority has to work hard in this direction, too. In order to achieve the proper results, funding and investments, people, expertise and knowledge are the key resources in this way. In order to rise the investments, expertise and human resources for entrepreneurship, KulSU has to develop better its relation with other developed HEIs who has reach experiences in this way.

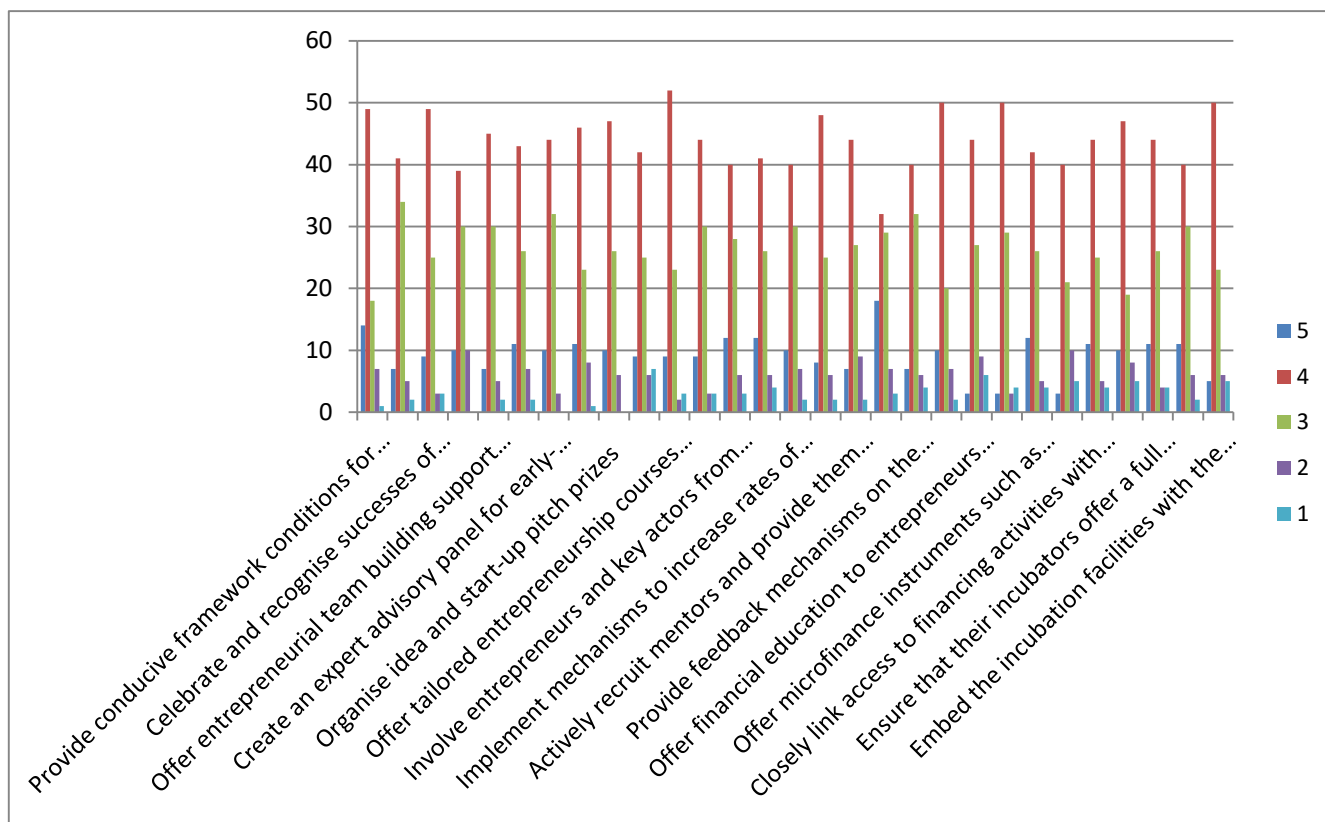
The measures to be taken by KulSU:

- To rise the invest sum in Institution budget for the staff own research, teaching and third mission activities (self-funding)
- Provide institutional funds to staff to stimulate innovation and change
- Provide development of entrepreneurial model and infrastructure in the university to sale the university innovation achievements
- Instigate systems for rewards beyond traditional research, publications and teaching criteria
- Make office and laboratory space available for staff to pursue entrepreneurial activities

within the students' formal education or delivering entrepreneurship education with practicing entrepreneurs

- To organize the students' business incubators.
- Organize networking events between students and entrepreneurs / businesses

DIMENSION: Preparing and Supporting Entrepreneurs



Following the results of survey on this dimension we can see the whole situation in Kulob State University about the performance of the higher education system in the HE Innovate dimension “preparing and supporting entrepreneurs”. The results of survey show the students and faculty that engage with entrepreneurship could receive more recognition in the higher education system. The diagram shows that the Preparing and Supporting Entrepreneurs is marked highly. University is able to promote the incubator widely, provide opportunities for monitoring, implementation the mechanisms to increase rates and to provide conditions for that activity.

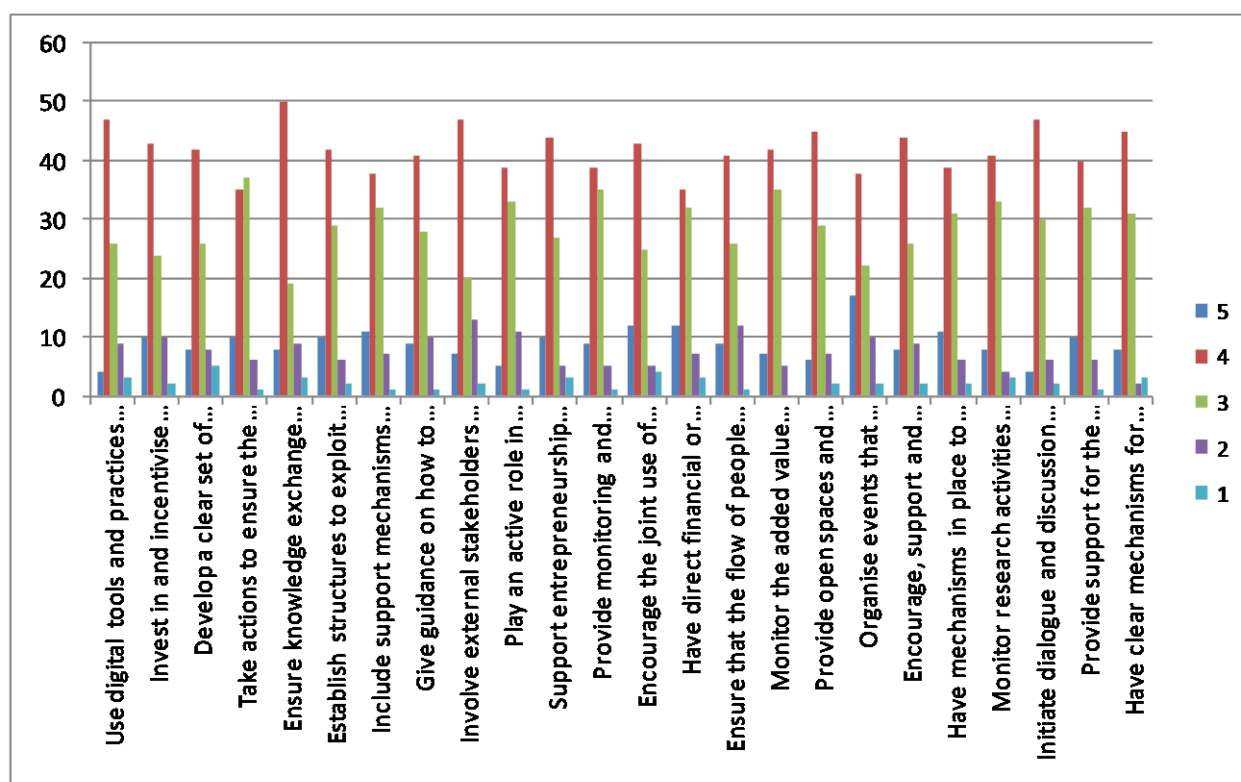
The measures to be taken by KulSU:

- Provide conducive framework conditions for start-up, such as enabling staff to own shares, work

- Offer funds to support market feasibility studies
- Make effective use of communication channels to raise awareness of opportunities and showcase entrepreneurship among staff and students across all parts of the institution
- Host the own incubators or facilitate easy access to external incubators
- Provide opportunities for students to be involved in research projects leading to entrepreneurial opportunities and to take up internships with entrepreneurs

- Support innovation through a wide range of pedagogical approaches based on the use of digital technologies and implemented at scale
- Provide the practical infrastructure for practical implementation of planned steps
- Have strategies for communication, collaboration and networking underpinned by the use of digital tools
- Invest in and incentivize human resources to foster innovation through digital communication, collaboration and networking

DIMENSION: Knowledge Exchange and Collaboration



Experience exchange between the CA and EU HEIs is very important part for achievement of appointed goals. Another important step for innovation which will lay the good foundation for the advancement of teaching and research, and local development will be close collaboration between HEIs stakeholders. It is a continuous and bidirectional process, which includes the stimulation and direct application and exploitation of knowledge for the benefit of the social, cultural and economic development of society.

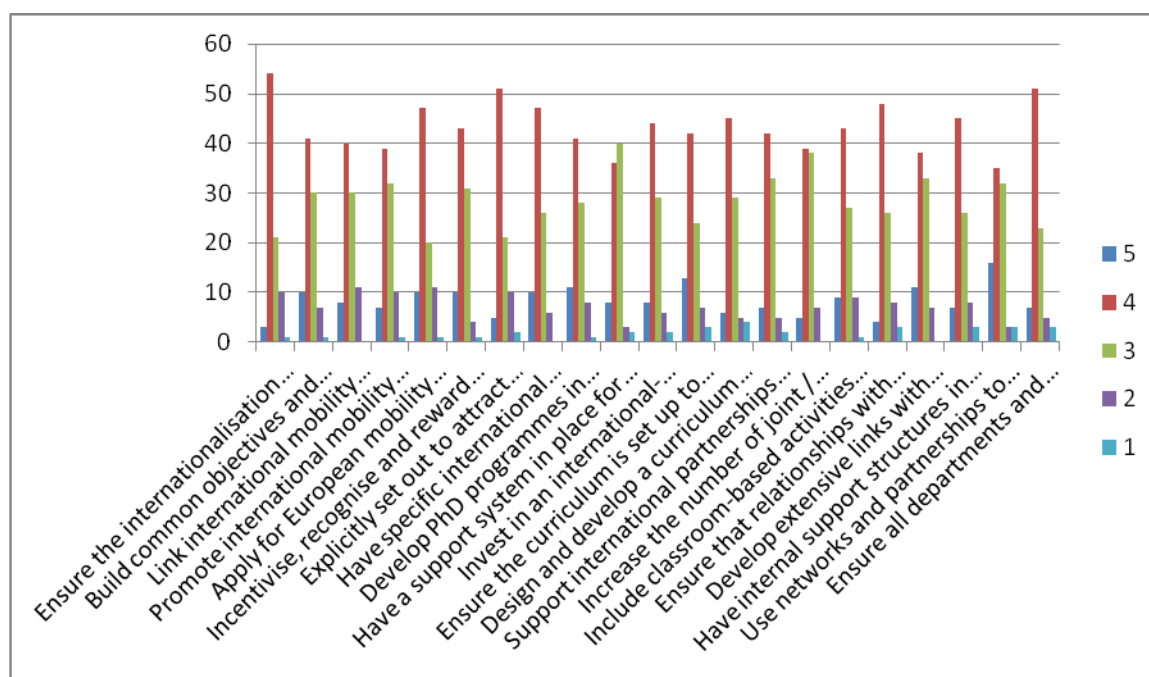
The measures to be taken by KulSU:

- Establish structures to exploit knowledge exchange and collaboration opportunities, and

encourage staff to engage in such activities

- Develop the mechanisms for coordinating and sharing relationships between the KulSU stakeholders
- Encourage the joint use of facilities
- Have direct financial or management interest in science parks and incubators, ranging from participation to ownership
- Development of direct collaboration of KulSU with private sector

DIMENSION: The Internationalised Institution



For the recognition of the University, clearly the most important part plays the explicit support of its staff and students in their international mobility, while the university should strengthen its efforts to attract international and entrepreneurial staff. Also when the KulSU product and alumni will find their buyer abroad. It means when the results of KulSU will be known abroad.

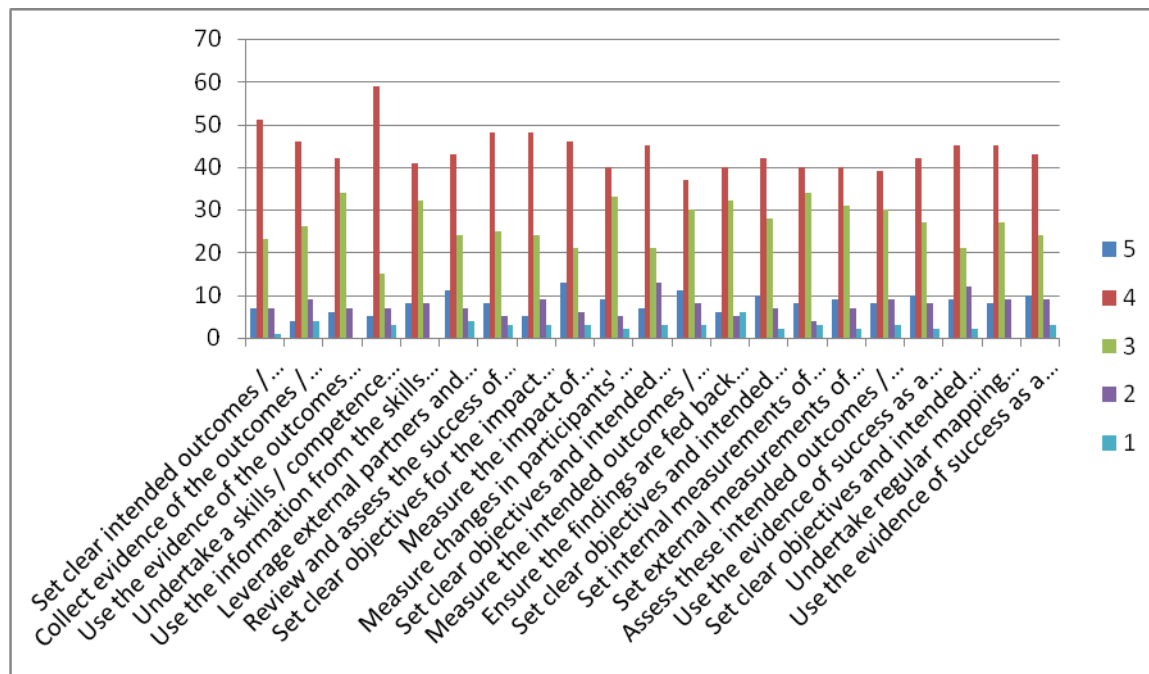
The measures to be taken by KulSU

- To build common objectives and synergies between internationalisation and the entrepreneurial agenda in the future
- To link international mobility objectives with the entrepreneurial agenda of the KulSU in the future
- Invest in an international-orientated curriculum which supports the institution's entrepreneurial agenda for the future
- Apply for European mobility programmes and support the application of staff and student to mobility

grants, scholarships and programmes

- Support international partnerships and networks which add value to teaching entrepreneurship

DIMENSION: Measuring Impact

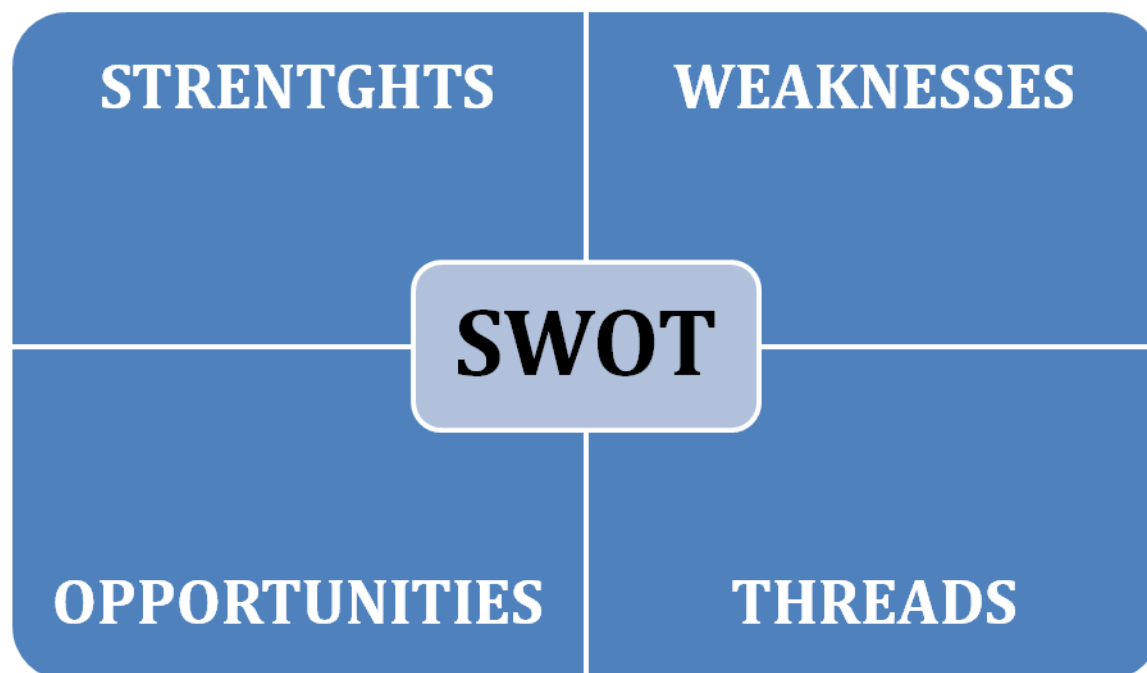


The last researched dimension in KulSU survey was Measuring Impact, showed minor fluctuations among the posed questions; therefore, pointing out specific areas for improvement is not supported with the research results. It was highly marked from all the respondents. The impact has to be marked on the base of concrete results for what not all the people who fulfilled questionnaires have concrete information. From 10 faculties everybody answered as they had information. That is why the result of survey is a little bit higher to our mind.

The measures to be taken by KulSU

- Use the evidence of the outcomes / impacts as a tool for reflection and review of the strategy and mission of the KulSU
- Set clear objectives and intended outcomes / impacts for start-up support activities, including participation rates, satisfaction and outcomes
- Measure the intended outcomes / impacts immediately following the end of support measures and at later dates to measure the success in relation to start-ups
- Ensure the findings are fed back into the development of start-up support activities
- Set external measurements of success, such as perceived value and impact of the KulSU on the wider environment

8. SWOT analyses based on self-assessment



STRENGTHS:

- The highly qualified academic staff and strong students team
- Focus on improving Student Success motivating morally and financially
- Internal Partnership
- Strong administrative partnership
- Boosting Teaching/Learning/Research
- Interested KulSU authority, staff and students on development

WEAKNESSES:

- Low rank of the KulSU in international level
- Inexistence of international accreditation
- Lack of financial support/grants for such events as start-up and etc. of students
- Deficiency of international research

- The absence of Alumni association
- Non – classroom opportunities in internship programs

OPPORTUNITIES:

- To start activities also outside KulSU
- Partnership with the local and foreign HEIs
- Dedication to global diversity
- Expansion of international collaboration by signing more partnership agreement
- Renewal of university curriculum using the experiences of partners
- Number of opportunities for getting the international and local grants for solving the problem

THREADS:

- Competition among the HEIs
- Poor research done on the theme of development of entrepreneurship in KulSU
- Low rank of the KulSU in international level
- Comparably low state funding to support science and higher education on entrepreneurship
- Lack of financial support
- Deficiency of international research

9. The main areas for further intervention on Kulob State University named after Abuabdullohi Rudak preparedness for future challenges

The activities which can be done by KulSU till end of 2023:

<i>Activity</i>	<i>Dimension</i>	<i>Who</i>	<i>When</i>
Development of Strategic Plan of KulSU on Internationalization for the period of 2023 – 2031	The Internationalize Institution	International Relations Department	Until December 2022
























Increasing the number of HEI grants for entrepreneurial events and researches in this direction. Development of close cooperation with the companies for students' internships.	Organizational Capacity: Funding, People and Incentives	HEI authority and all faculties	During and after the TRIGGER project life
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