



**KYRGYZ-TURKISH MANAS UNIVERSITY**

**2022-2026**

# **SUSTAINABILITY POLICY IN STRATEGIC PLAN**

**Strategic Plan**

**[https://www.manas.edu.kg/docs/2022-2026\\_Stratejik\\_plan\\_14.03.2021Son.pdf](https://www.manas.edu.kg/docs/2022-2026_Stratejik_plan_14.03.2021Son.pdf)**





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## **PRESENTATION**

Kyrgyz-Turkish Manas University has completed its 25th year of contributing to the Kyrgyz Republic's education and research ecosystem since its establishment. As the second quarter century begins, Kyrgyz-Turkish Manas University faces the challenge of taking its successful work one step further using a more international and information-age approach.

The new strategic plan period has adopted a strategy that focuses on internationalization. It keeps the cognitive construct of sustainability and sustainable development as the goal of its education. This strategy will be realized by supporting Kyrgyzstan's business ecosystem, which is still predominantly composed of small businesses, based on individual entrepreneurship. It will also include innovations based on science and technology. Incubation centers and technoparks were important decisions during this period.

Kyrgyzstan's natural beauty makes it the pearl of Central Asia. For this reason, within the framework of global economic growth, it is aimed to develop an education model in which our graduates who will work in the environmental field in the future can learn an understanding of nature and the environment while at university. It is envisaged to increase awareness of sustainable development goals. It is thought that project-based competitions organized for students can be used to achieve the stated goals.

With 25 years of experience, we hope the new strategic plan period will bless our entire university.

## STRATEGIC PLAN EVALUATION FOR THE PERIOD FROM 2017 TO 2021

Kyrgyz-Turkish Manas University`s Strategic Plan 2017-2021 is the second strategic plan of our university. In the assessment, it was determined that the desired levels were not reached at the stage of internalization of the goals in the strategic plan.

During the implementation phase of the 2017-2021 Strategic Plan, the existence of a large number of strategic goals set under strategic objectives and performance objectives that are difficult to measure caused difficulties in the monitoring phase of the strategy plan.

Despite all these negativities experienced during the plan period; as a result of the comprehensive study conducted for 152 performance indicators; when a general evaluation is made, it is concluded that realization or partial realization has been achieved in a significant part of the goals and reasonable levels have been reached in some of them. The realization status of the goals is shown in Table 2.

Table 1: Realization Status of Goals

No	Objectives	Number of goals	Achieved goals of 50% and above	Goals achieved below 50%	Unrealized goals
1	Becoming an international education brand	4	1	3	0
2	To increase the quantity and improve the quality of scientific research activities	3	0	2	1
3	Developing collaborations based on knowledge and experience sharing with our external stakeholders	5	1	4	0
4	Increasing international recognition	2	1	1	0
5	Ensuring the development and sustainability of the institutional structure	5	2	3	0
<b>Total</b>		<b>19</b>	<b>5</b>	<b>13</b>	<b>1</b>

The main reasons why the goals could not be realized or partially achieved within the framework of the end of the plan are as follows:

- Opening of newly established undergraduate programs not foreseen during the plan period. In addition, increasing undergraduate program quotas and establishing additional faculty.
- The restrictions are due to the Covid-19 pandemic, which started globally in 2020.
- The reflections of negative economic developments globally in 2020 and 2021.

## CORPORATE EVALUATION

By the Charter of the Kyrgyz-Turkish Manas University between the Government of the Republic of Turkey and the Government of the Kyrgyz Republic, it consists of the Rector, Vice Rector, Senate, Board of Directors, Vice-rectors, Advisors to the Rector, 11 Faculties, 4 Institutes, 1 High School, 1 High School of Vocational Education, 6 Research Centers, 7 Administrative departments affiliated to the general secretariat.

Since it was founded, our university has considered quality education in the Turkic Republic as one of its main duties. Based on national and international developments, its academic and administrative structures have developed.

Kyrgyz-Turkish Manas University has made significant progress towards internationalization. Our university, which implements corporate management based on a strategic plan, has become an institution that produces synergy. The system and legislation, management approach, and institutional functioning of the organization can be improved through common sense, transparency, participation, sharing, and accountability.

Placing the principles of change, transformation, and innovation at the backbone of university life, our university places special emphasis on developing and improving quality in every field, every component, and every individual making a total quality management approach dominant. With a quality perspective, quality development and improvement activities under the main headings of "education and training", "scientific activities", "human resources", "equipment and technology", "information technologies", "physical infrastructure", "internationalization", "community service and relations with the business world", "promotion", "relations and cooperation with graduates", "living spaces and the environment" are carried out with determination.

Our university's current capacity was determined by analyzing human resources, corporate culture, technological resources, and physical and financial resources. Figure 1 shows our university's organizational chart, and Figure 2 shows the administrative organizational chart.



Since its establishment in 1995, Kyrgyz-Turkish Manas University has undertaken significant activities that will contribute to its position as a student-centered and research-oriented university. The university has been a pioneer in scientific publications and research in Kyrgyzstan. It has made significant contributions to the country in terms of equal opportunity with its free education concept. These prominent aspects of our university have provided it with a competitive advantage in the higher education sector for a long time. We have reached these days through diligent work.

However, as it is known, while all countries have experienced change in parallel with the scientific, economic, technological, and sociological developments in the world since 1995, the needs and expectations of Kyrgyzstan from our university have likewise changed. During this time in Kyrgyzstan, many universities have opened. Due to the direction of competition, these newly opened universities have had to differentiate themselves to survive in this competitive environment and achieve their goals. Our university has also identified areas of differentiation within the 2022-2026 strategic plan in this strategic plan period. This is to carry forward the successful work so far through bilateral cooperation. Also, after reviewing the declaration published at the Eighth Summit of the Organization of Turkic States on 12 November 2021, it has become more apparent how critical it is to think more globally for the future.

Universities can differentiate based on research focus areas, increasing or diversifying educational opportunities, giving the university a distinctive identity, and creating an entrepreneurial ecosystem that contributes to business but also to society through social innovations and social entrepreneurs. There are several types of universities, including educational, research, and entrepreneurial universities. Our university differentiates itself by the opportunities it offers in education and research in our country. It has always maintained its top position. To maintain the top position, successful studies in education and research are both necessary. In addition, it is necessary to move forward with entrepreneurship.

Today, universities are not only educational institutions but also ecosystems where entrepreneurs, who are the engines of the knowledge economy, are trained. These initiatives can be started by organizations such as incubators and start-ups. Therefore, it is considered that combining excellent theoretical education with a high rate of real-life applications can contribute to students' entrepreneurial ability. In addition, by interacting with lecturers and students both in the country and in other countries, students with entrepreneurial talent can also gain international entrepreneurship skills. In particular, the addition of English, Russian, or German languages to the academic education programs, pave the way for international student and faculty exchange, and thus global interaction can be increased at our university.

In addition to entrepreneurship, it can be argued that there are two main issues that the whole world has learned from the COVID pandemic. The first is environmental sustainability and the second is health. For Kyrgyzstan's development continuity, environmental sustainability and entrepreneurship at the university will be critical. In addition, it can be said that the establishment of national standards in health and the provision of quality health services to the public at low cost has become even more necessary during the pandemic period.

Due to the aforementioned developments, our university has adopted a goal that prioritizes environmental sustainability and raising entrepreneurial individuals who realize responsible innovations, not just profits, in this strategic plan period. This goal is summarized in Figure 5.



Figure 5: Differentiation Vision for the Strategic Planning Period (2022-2026)

Our university has focused on the following topics in order to increase its competitiveness by differentiating in the new strategic planning period and to achieve the above-mentioned purpose. Our university in the upcoming period;

- Prioritizing regional and global internationalization at the center of all its activities,
- Developing service leaders for the health sector in the future.
- University that considers environmental sustainability both in the education and training process and in university investments and has high environmental awareness.
- To produce international projects and establish a project-based approach at the university.
- It will be a university that wants to create an entrepreneurship ecosystem for both commercial and social projects.

We envision afforestation and greening activities on campus with students in line with these differentiation goals. In addition, it envisages enhancing renewable energy awareness, waste management activities, and carbon-free activities throughout the campus to become a green campus. In addition, our university should consider the environmental impact of university investments in 2022. In addition, it should plan to increase existing buildings' energy efficiency. It is thought that students' environmental awareness can be increased by adding applied courses on social and ecological responsibility to all academic programs.

Our university will be able to demonstrate its health efforts by integrating the health services of the Health Center operated within the university into the Kyrgyzstan system. In addition, it will train health professionals to international standards. In this respect, it is thought that the establishment of the Faculty of Medicine and the training of doctors, the most important component of health care, in an accredited institution will make a significant contribution. It will also develop the entrepreneurial ecosystem through national and international collaborations in Biomedical Materials development. However, it should be remembered that healthcare is an ecosystem and all components of this ecosystem should be handled holistically in this process.

Entrepreneurship is a concept mentioned in the world's transition to the knowledge economy and is considered the engine of the knowledge economy. Therefore, it is clear that increasing welfare in today's economy and realizing national growth can only be achieved by creating an entrepreneurial ecosystem in our country. For this reason, it is very important to provide students with an environment where ideas can be put into practice at our university. It is also important to revise the curriculum so that students are encouraged to "do what they think". In addition, effective cooperation with industry will be necessary for university initiatives. Carrying out the incubation activities of these initiatives within the university with the support of businessmen and relevant faculty members will contribute to creating an entrepreneurial ecosystem in our country. Researching and developing the entrepreneurship ecosystem and organizing international events at our university will be able to contribute to national awareness. However, entrepreneurship should not only be perceived as commercial and technology entrepreneurship but also as social entrepreneurship. Our university should prioritize student-centered practices when conducting social entrepreneurship activities. In this way, students' responsible innovation and empathy skills can be developed and they contribute to society.

An internationalization and project perspective is crucial to the aforementioned activities. This principle is reflected in all education, training, research, development, social contribution, and entrepreneurship activities. In particular, the project-based exchange of faculty members from countries other than Turkey within the scope of the mentioned activities will contribute greatly to our university's internationalization goal. Therefore, in addition to the inter-university protocols made so far, it is necessary to focus on faculty/high school-based and fund-supported exchange programs that can be implemented in practice to succeed in this regard. Working together with international organizations in Kyrgyzstan and serving our country by creating joint projects can also be considered among our university's success criteria.

## CORE COMPETENCY PREFERENCE

Since 1995, our university has made significant contributions to Kyrgyzstan's education, training, and research ecosystem. It continues to improve itself with 11 Faculties, 4 Institutes, 1 High School, 1 High School of Vocational Education, and 6 Research and Application Centers. Our university's core competencies can be categorized under five headings. These are:

- **International Recognition and Cooperation:** Our university is an international university with students from 13 different countries and faculty members citizens of both the Kyrgyz Republic and the Republic of Turkey. It demonstrates this competence through its success in the QS rankings. In addition, the cooperation activities carried out with international organizations in Kyrgyzstan can also be considered an important indicator of this competence. Additionally, our university has shown its determination to contribute to Kyrgyzstan's Sustainable Development Goals. This is done by applying to the Times Higher Education Impact Ranking in 2021.
- **International Qualitative Research:** Academicians working at our university have published 15% of the international publications indexed in the Web of Science database. At this rate, Kyrgyz-Turkish Manas University ranks second in Kyrgyzstan after the Ministry of Health. In addition, among the academic staff of the university, there are academicians included in the list of "The World's Most Influential Scientists", which was determined by research carried out by a reputable team coordinated by Stanford University and published in the prestigious science journal Plos Biology. In this respect, our university's academic staff conduct qualified research.
- **Qualified International Education:** Our university is the only university in Kyrgyzstan offering free education. In addition, dual diplomas are valid in Turkey and other countries. Our university's academic programs are accredited by the Ministry of National Education of Kyrgyzstan. All of our university's academic programs comply with the Bologna process requirements. In the upcoming plan period, it envisages contributing to the country's economy by training individuals in the business lines Kyrgyzstan will need. This is done by focusing on practice and field studies. In addition, our university cooperates with many universities through the Mevlana, Orhun, and Erasmus+ exchange programs. It takes important steps to develop both mobility and cooperation projects with European Union member countries within the scope of the ERASMUS+ program.
- **Sustainable Development Goals:** In response to the current energy crisis in Kyrgyzstan, our university has directed all its investments towards renewable energy, increasing biodiversity, and creating a green campus. It has also raised awareness about creating sustainable solutions for the campus through competitions among students. To support sustainable entrepreneurship, our university administration has revised its academic programs. At every opportunity, it has expressed its determination.
- **Digital University:** At our university, a modern physical, technical, and technological infrastructure has been established to meet every need of students according to the requirements. Educational research laboratories, radio and television studios, e-library, smart classrooms, meeting and conference rooms, and high-speed wired and wireless

internet connections are examples of these. This digital structure will be strengthened through technology transfers in line with the set goals.