

"APPROVED"

Rector of the Kyrgyz National
University named after Jusup Balasagyn

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REPORT

ON THE IMPLEMENTATION OF THE ACTION PLAN FOR THE INCLUSION OF THE KYRGYZ NATIONAL UNIVERSITY NAMED AFTER JUSUP BALASAGYN IN THE QS WORLD UNIVERSITY RANKINGS DURING THE 2025–2026 PERIOD

INTRODUCTION

The contemporary development of higher education is characterized by the rapid advancement of internationalization, intensifying global competition among universities, the ongoing digital transformation of the educational environment, and the growing role of science as a key driver of sustainable socio-economic development.

Under these conditions, international university rankings have become one of the most significant instruments for the objective assessment of higher education institutions. They reflect the level of academic and research competitiveness, the degree of integration into the global higher education landscape, the quality of education and human capital development, the scale of international cooperation, the impact of scientific research, and the level of public recognition achieved by universities.

Among the world's most authoritative university ranking systems, the **QS World University Rankings** occupies a prominent position and has, for many years, served as one of the internationally recognized benchmarks for excellence in higher education.

The QS ranking methodology is based on a comprehensive evaluation of institutional performance across a number of key dimensions, including academic reputation, employer reputation, research productivity and citation impact, the internationalization of faculty and students, the development of international research partnerships, graduate employability outcomes, sustainability, and the overall effectiveness of educational activities.

Participation in the **QS World University Rankings** is regarded not only as an indicator of international recognition but also as a strategic instrument for enhancing a university's global visibility, increasing its investment attractiveness, expanding international academic cooperation, attracting talented students and

distinguished scholars, advancing scientific research, and strengthening the competitiveness of the national higher education system.

The inclusion of the Kyrgyz National University named after Jusup Balasagyn in the **QS World University Rankings** constitutes one of the University's key strategic priorities and is fully aligned with the state policy of the Kyrgyz Republic aimed at modernizing the higher education system, integrating national science and education into the global academic community, fostering an innovation-driven economy, and enhancing the international competitiveness of the country's universities.

As the first institution of higher education established in the Kyrgyz Republic, the country's largest comprehensive university, and one of the leading academic and research centers in Central Asia, the Kyrgyz National University named after Jusup Balasagyn has, for more than a century, played a pivotal role in educating highly qualified professionals, advancing fundamental and applied research, strengthening the nation's intellectual capital, and preserving the finest traditions of national higher education.

The University's rich historical legacy is harmoniously combined with contemporary approaches to education, research, innovation, and international engagement, ensuring its sustainable development amid the ongoing global transformation of higher education.

The current stage of the University's development is characterized by the implementation of comprehensive institutional reforms aimed at establishing a new-generation university that meets internationally recognized standards of excellence in education, research, innovation, and academic governance.

The granting of a **special status** to the University represents official recognition of its exceptional role within the higher education system of the Kyrgyz Republic. At the same time, it places upon the University a heightened responsibility for educating globally competitive graduates, advancing frontier research, promoting innovation, and strengthening the international reputation of the national higher education system.

The University's Development Strategy is focused on the continuous enhancement of educational quality, the advancement of world-class research, the strengthening of academic and professional capacity, the digital transformation of institutional governance, the expansion of international partnerships, and the achievement of performance indicators aligned with the criteria of the world's leading university rankings.

Particular emphasis is placed on strengthening the internal quality assurance system, expanding academic mobility, enhancing international research collaboration, increasing the research productivity and publication impact of faculty members, advancing the digital learning environment, implementing innovative teaching and learning technologies, developing a modern innovation ecosystem, and reinforcing cooperation with employers and industry partners.

The mission of the Kyrgyz National University named after Jusup Balasagyn is to strengthen the intellectual, scientific, and professional capacity of the Kyrgyz

Republic through the education of highly qualified specialists, the advancement of cutting-edge research, the implementation of innovative educational technologies, the preservation of the cultural heritage of the Kyrgyz people, and active engagement in addressing the country's priority socio-economic development challenges.

The fulfillment of this mission is intrinsically linked to the University's continued integration into the global academic community and the enhancement of its international competitiveness.

During the reporting period, the University focused its efforts on implementing the comprehensive Action Plan for inclusion in the **QS World University Rankings**.

The implementation of this Action Plan became a cornerstone of the University's institutional development, bringing together all academic and administrative units, faculties, institutes, research centers, and support services in pursuit of shared strategic objectives.

As part of the implementation process, the University carried out a broad range of coordinated initiatives aimed at enhancing the quality of academic programmes, strengthening human resource policies, advancing research and innovation, increasing publication output in internationally recognized high-impact journals, improving research information management, reinforcing the University's academic reputation, expanding international cooperation, promoting the international mobility of faculty members and students, increasing the enrolment of international students and the recruitment of international academic staff, strengthening partnerships with employers and industry, developing digital infrastructure, modernizing the University's official information resources, and diversifying funding sources for educational and research activities.

It should be emphasized that the implementation of the Action Plan followed a comprehensive and integrated approach. Each strategic initiative was designed to contribute directly to the achievement of the performance indicators used in the evaluation framework of the **QS World University Rankings**.

The University's efforts were therefore directed not only toward achieving specific quantitative targets but also toward establishing a sustainable institutional model of a modern research university operating in accordance with internationally recognized best practices in academic governance, research excellence, and higher education.

This Report presents the outcomes of the implementation of the Action Plan for the inclusion of the Kyrgyz National University named after Jusuip Balasagyn in the **QS World University Rankings** during the 2025–2026 reporting period. It provides a comprehensive analysis of the results achieved across the University's principal areas of activity, evaluates the effectiveness of the measures undertaken, and assesses progress toward the established strategic performance indicators.

The results presented in this Report demonstrate that the University continues to implement its internationalization strategy in a consistent and systematic manner, strengthening its academic and research capacity, enhancing its quality assurance system, expanding its integration into the global academic community, and

establishing the organizational, human, scientific, and infrastructural foundations necessary for further advancement in international university rankings.

The comprehensive set of initiatives implemented during 2025–2026 represents a significant milestone in achieving the University's long-term strategic objective: to reinforce the position of the Kyrgyz National University named after Jusup Balasagyn as the leading research university of the Kyrgyz Republic, a recognized member of the global academic community, and a competitive educational and research hub in Central Asia, operating in full accordance with contemporary international standards of excellence in higher education, scientific research, innovation, and sustainable development.

I. ENHANCING THE ACADEMIC REPUTATION OF THE KYRGYZ NATIONAL UNIVERSITY NAMED AFTER JUSUP BALASAGYN

Enhancing the academic reputation of the Kyrgyz National University named after Jusup Balasagyn was one of the principal priorities of the University's **2025–2026 Action Plan for Inclusion in the QS World University Rankings**. It was regarded as a fundamental prerequisite for strengthening the University's competitiveness in the global higher education and research landscape.

In the contemporary context of the internationalization of higher education, academic reputation serves as a strategic indicator reflecting the degree of recognition a university enjoys among the global academic community, research institutions, employers, international experts, and overseas partners.

Within the **QS World University Rankings** methodology, academic reputation is recognized as one of the most influential performance indicators, as it reflects the long-term development of academic schools, the quality of educational programmes, the caliber of graduates, the effectiveness of international collaboration, research productivity, scholarly impact, academic leadership, and the University's overall contribution to the advancement of global science and higher education.

Accordingly, throughout the reporting period, the activities of the Kyrgyz National University named after Jusup Balasagyn were directed not only toward achieving specific quantitative performance indicators but also toward establishing a strong and sustainable international profile as the leading research university of the Kyrgyz Republic, distinguished by its substantial research capacity, modern educational infrastructure, and extensive international academic partnerships.

As part of the implementation of the Action Plan, the University pursued a coordinated and systematic programme of institutional development focused on strengthening quality assurance mechanisms, advancing research and innovation, enhancing academic and professional capacity, expanding international cooperation, developing a modern digital learning environment, promoting research achievements, improving institutional communications, reinforcing partnerships with employers and industry, and increasing the University's visibility within the global academic community.

All initiatives undertaken during the reporting period were strategically aligned with the key performance indicators of the **QS World University Rankings** and aimed at establishing sustainable institutional mechanisms for further strengthening the University's international competitiveness.

Particular importance was attached to the development of a modern institutional communications strategy, which, in the context of the digital transformation of higher education, has become one of the most effective instruments for enhancing a university's academic reputation.

International experience demonstrates that a high level of institutional transparency, the effective dissemination of research achievements, strategic digital communication, and a strong and recognizable university brand are among the critical factors contributing to improved performance in leading global university rankings.

For this reason, the continuous enhancement of the information and communication policy of the Kyrgyz National University named after Jusup Balasagyn was regarded as an integral component of the University's strategy for successful inclusion in the **QS World University Rankings**.

2. INFORMATION POLICY AND BRAND PROMOTION OF THE KYRGYZ NATIONAL UNIVERSITY NAMED AFTER JUSUP BALASAGYN AS A DRIVER OF ENHANCED ACADEMIC REPUTATION IN THE QS WORLD UNIVERSITY RANKINGS

One of the principal priorities of the Action Plan was the modernization of the University's institutional communications system to strengthen the promotion of its educational, research, and innovation achievements at both the national and international levels.

The comprehensive set of initiatives implemented during the reporting period was designed to foster a strong and sustainable positive perception of the University among the global academic community, international partner universities, research organizations, employers, public authorities, alumni, prospective students, and society at large.

The University's communication strategy was guided by the principles of transparency, accuracy, credibility, timeliness, accessibility, and multilingual communication.

Particular emphasis was placed on providing timely public information regarding major developments in University life, research achievements, international projects, technological innovations, educational initiatives, and community engagement activities.

This strategic approach contributed to the establishment of an integrated institutional information environment that strengthened both internal and external communication while reinforcing confidence in the University among national and international academic stakeholders.

Throughout the reporting period, the Press Office of the Kyrgyz National University named after Jusup Balasagyn ensured continuous media coverage of the

activities of the Rectorate, institutes, faculties, academic departments, research units, international projects, and student and public organizations.

A total of **1,688** news articles, announcements, and information materials were published across the University's official digital platforms, including **776** in Kyrgyz, **766** in Russian, and **146** in English.

The consistent implementation of a multilingual communication policy significantly expanded the University's international audience, improved access to information for international students, faculty members, researchers, and overseas partners, and strengthened the University's presence within the global information landscape.

Particular attention was devoted to the continuous development of English-language content as a critical component of the University's international positioning strategy.

The publication of information in English ensured that the University's research achievements, academic programmes, international projects, conferences, and innovation activities became readily accessible to the global academic community, thereby supporting one of the key prerequisites for building a strong and sustainable international academic reputation.

Considerable efforts were also directed toward strengthening cooperation with the media.

The University actively collaborated with leading national news agencies, television broadcasters, and digital media outlets in the Kyrgyz Republic, including **24.kg**, **AKIpress**, **Ala-Too 24**, **EITR**, as well as international media organizations such as **MIR** and **Sputnik**.

Regular coverage of the University's activities by national and international media outlets enhanced its reputation as a trusted academic institution, strengthened public confidence, and increased global recognition of the Kyrgyz National University named after Jusup Balasagyn.

An important element of the University's communication strategy was the extensive promotion of its major infrastructure projects, scientific achievements, technological innovations, and international educational initiatives.

During the reporting period, the University organized specialized media tours highlighting the construction of a modern sixteen-storey multifunctional university complex, the modernization of its physical infrastructure, the expansion of its digital learning environment, the implementation of innovative teaching technologies, and the development of international collaborative research projects.

These initiatives substantially increased public awareness of the University's large-scale modernization efforts while demonstrating its commitment to transparency and constructive engagement with society, the academic community, and other key stakeholders.

At the same time, the University continued the systematic development of its digital information infrastructure.

The official website of the Kyrgyz National University named after Jusup Balasagyn was regularly updated with information on research activities, scholarly

publications, international cooperation, academic programmes, academic mobility, research grants, conferences, competitive funding opportunities, and the achievements of students and faculty members.

In parallel, the websites of institutes, faculties, and administrative units were continuously upgraded, contributing to the creation of an integrated digital ecosystem and improving the overall effectiveness of institutional communication.

The active use of social media and digital communication platforms became one of the University's most effective instruments for building a modern communication environment.

These platforms significantly expanded the University's outreach, strengthened engagement with students, prospective applicants, alumni, employers, international partners, and members of the global academic community.

The effective application of contemporary digital communication technologies ensured the timely dissemination of information, increased stakeholder engagement, enhanced institutional visibility, and further strengthened the University's digital presence at the international level.

In line with the University's strategic commitment to internationalization, efforts continued to expand the multilingual accessibility of its official website.

In addition to maintaining content in Kyrgyz, Russian, and English, the University initiated the development of new language versions of its online resources in Turkish and Chinese.

The implementation of this initiative significantly enhances opportunities for international academic cooperation, supports the recruitment of international students and faculty members, strengthens partnerships with overseas universities, and further increases the attractiveness of the Kyrgyz National University named after Jusup Balasagyn within the global higher education community.

During the reporting period, the University also continued to strengthen its institutional identity through the systematic enhancement of its corporate branding strategy. The implementation of a unified visual identity, supported by the University's official brand book and contemporary standards of visual communication, has further reinforced institutional recognition at both the national and international levels.

The standardized design of official documentation, presentation materials, research publications, digital platforms, and institutional promotional materials contributes to projecting a consistent image of the University as a modern research institution committed to internationally recognized standards of academic excellence and quality.

Considerable attention was also devoted to strengthening engagement with the academic community, employers, public authorities, alumni, international organizations, and partner universities worldwide.

The regular dissemination of information on research achievements, scholarly publications, international collaborative projects, the activities of academic research schools, academic mobility programmes, and community engagement initiatives substantially expanded the University's network of strategic partnerships, enhanced

confidence in the quality of its educational and research activities, and further strengthened the academic reputation of the Kyrgyz National University named after Jusup Balasagyn as the leading research university of the Kyrgyz Republic.

Overall, the comprehensive initiatives implemented in the areas of institutional communications and brand promotion during the 2025–2026 reporting period constituted an essential component of the University's Action Plan for inclusion in the **QS World University Rankings**.

The continuous development of a modern institutional communications system, greater transparency and public accessibility, enhanced international visibility, an expanded digital presence, and the active promotion of the University's research achievements and educational initiatives have created a strong foundation for further strengthening its academic reputation, increasing its international influence, and consolidating the position of the Kyrgyz National University named after Jusup Balasagyn among the leading universities of Central Asia and the global academic community.

3. INTERNATIONAL COOPERATION AS A STRATEGIC DRIVER OF THE KYRGYZ NATIONAL UNIVERSITY NAMED AFTER JUSUP BALASAGYN'S COMPETITIVENESS IN THE QS WORLD UNIVERSITY RANKINGS

The advancement of international cooperation during the 2025–2026 reporting period constituted one of the principal priorities of the University's Action Plan for inclusion in the **QS World University Rankings**. It was regarded as a strategic instrument for strengthening academic reputation, enhancing the quality of education, advancing research excellence, expanding the University's international research network, and fostering a globally oriented academic environment.

In the context of the rapidly evolving globalization of higher education and scientific research, international cooperation has become one of the defining determinants of institutional competitiveness.

A world-class university is characterized as an open and internationally connected academic institution, fully integrated into the global higher education and research ecosystem, actively engaged in collaborative research initiatives, academic mobility programmes, the education of highly qualified professionals, the development of transnational education, and participation in international research consortia.

Accordingly, the continuous expansion of the international partnerships of the Kyrgyz National University named after Jusup Balasagyn was not regarded as a separate institutional activity but rather as a strategic component of achieving the performance indicators established by the **QS World University Rankings**.

This strategic priority is particularly significant within the QS methodology, which places considerable emphasis on such indicators as the **International Research Network (IRN)**, the proportion of **International Faculty**, the enrolment of **International Students**, **Academic Reputation**, and the University's overall level of international recognition.

For this reason, all initiatives implemented during the reporting period were designed to establish a sustainable system of international academic partnerships capable of supporting the University's long-term development and its successful integration into the global higher education and research community.

Throughout the reporting period, the Kyrgyz National University named after Jusup Balasagyn further strengthened its international standing by significantly expanding the geographical scope of its academic cooperation. The University concluded 59 new agreements, memoranda of understanding, and cooperation agreements with leading universities, research institutes, international educational organizations, and research centres across both neighbouring and more distant countries.

The conclusion of these new partnerships represented an important milestone in the implementation of the University's internationalization strategy and substantially expanded opportunities for the development of joint academic programmes, collaborative research, academic exchange, the training of highly qualified specialists and researchers, and the implementation of international innovation projects.

Particular strategic importance was attached to the conclusion of three long-term partnership agreements in the fields of energy, logistics, and law. These agreements provide a framework for sustained cooperation in the delivery of joint academic programmes, the conduct of fundamental and applied research, the expansion of academic mobility, the adoption of internationally recognized educational standards, the attraction of international investment to support the University's research and educational infrastructure, and the further development of cooperation within the framework of UNESCO, international higher education associations, and the broader Eurasian academic community.

The consistent implementation of the University's internationalization policy was accompanied by a significant expansion of its international research network.

During the reporting period, considerable progress was made in establishing international research teams, promoting joint scholarly publications with international researchers, and increasing the participation of faculty members in international grant-funded projects, research consortia, and collaborative research programmes.

The expansion of international research collaboration has contributed to increased research productivity, higher citation impact, the strengthening of the University's academic reputation, and greater global visibility of the Kyrgyz National University named after Jusup Balasagyn within the international scientific community.

A key priority of the University's international engagement was the further development of cooperation with leading higher education institutions in the People's Republic of China, Japan, the Republic of Korea, the Russian Federation, the French Republic, the Republic of Poland, Romania, the Republic of Kazakhstan, the Republic of Türkiye, and other countries.

Collaboration with international partners encompassed the development of joint academic programmes, collaborative research projects, the education and supervision of master's and doctoral students, the organization of international scientific conferences, professional training and internship programmes, academic mobility initiatives, the exchange of expertise in the digital transformation of education, and the implementation of innovative teaching and learning technologies.

Particular emphasis was placed on the expansion of international academic mobility as one of the University's most effective mechanisms for enhancing educational quality and developing globally relevant professional competencies among students and academic staff.

The University continued to broaden opportunities for undergraduate students, master's students, doctoral candidates, and faculty members to participate in international exchange programmes, overseas research and professional placements, collaborative research projects, and educational initiatives implemented in partnership with leading universities worldwide.

These initiatives contribute to the integration of the University's academic programmes into the global higher education system, foster the development of intercultural competencies, and further strengthen the University's international academic standing.

Significant efforts were also devoted to advancing the international dimension of educational activities and creating conditions for the preparation of graduates equipped to meet the evolving demands of the global labour market.

The University expanded the development of joint academic programmes, introduced internationally recognized educational standards, increased the implementation of dual-degree programmes, promoted collaborative network-based educational initiatives, and broadened the availability of international online learning opportunities.

These initiatives significantly enhance the quality of the educational process, ensure greater alignment of learning outcomes with international standards, and further increase the attractiveness of the University for international students.

An integral component of the University's internationalization strategy was the active participation of representatives of the Kyrgyz National University named after Jusup Balasagyn in international scientific forums, symposia, academic conferences, expert platforms, and global higher education summits.

Throughout the reporting period, the University's faculty members and researchers actively participated in international conferences, forums, symposia, and expert discussions addressing a broad range of contemporary issues, including sustainable development, the digital transformation of education, artificial intelligence, international law, the green economy, energy security, the humanities, and the advancement of the Eurasian higher education area.

Participation in these high-level academic events not only facilitates the dissemination of the University's research outcomes but also strengthens its international academic reputation, expands professional networks, and creates new opportunities for the development of international collaborative projects.

The University's systematic efforts to expand international cooperation have significantly broadened the geographical scope of its academic partnerships, enhanced its level of international integration, reinforced its position within the global higher education landscape, and created additional opportunities for the further advancement of its research and educational activities.

The continuous expansion of the University's international research network has contributed to an increase in joint publications with international co-authors, greater international citation impact, the recruitment of international faculty members and students, and the further development of academic mobility. These achievements directly support the key performance indicators of the **QS World University Rankings**.

Accordingly, the initiatives implemented by the Kyrgyz National University named after Jusup Balasagyn in the field of international cooperation during the 2025–2026 reporting period constituted an essential component of the University's Action Plan for inclusion in the **QS World University Rankings**.

The robust system of international partnerships established by the University, its active engagement within the global academic community, the continuous expansion of its international research network, and the strengthening of academic and research cooperation with leading universities worldwide provide a solid foundation for further enhancing the University's international competitiveness, reinforcing its academic reputation, and advancing the position of the Kyrgyz National University named after Jusup Balasagyn among the leading universities of Central Asia and the broader global academic community.

4. RESEARCH ACTIVITY AND RESEARCH PROJECTS AS A KEY DRIVER OF THE KYRGYZ NATIONAL UNIVERSITY NAMED AFTER JUSUP BALASAGYN'S ADVANCEMENT IN THE QS WORLD UNIVERSITY RANKINGS

Research and innovation constituted one of the University's principal strategic priorities during the 2025–2026 reporting period within the framework of the Action Plan for inclusion in the **QS World University Rankings**. It was regarded as the cornerstone of the University's transformation into a modern research-intensive institution fully integrated into the global higher education and research ecosystem.

The continuous enhancement of research capacity, the improvement of research quality, the expansion of international research collaboration, the growth of scholarly publication output, and the implementation of innovative research outcomes became essential drivers of the University's academic reputation and international competitiveness.

In the context of the ongoing global transformation of higher education, research excellence has become the defining indicator of a university's institutional development, its standing within the international academic community, and its ability to generate new knowledge capable of addressing the complex challenges of the twenty-first century.

The **QS World University Rankings** methodology places particular emphasis on research performance, citation impact, the strength of international research networks, faculty publication productivity, and the degree of a university's integration into the global research landscape.

Accordingly, the research policy of the Kyrgyz National University named after Jusup Balasagyn was designed not only to address the national priorities for scientific and technological development but also to achieve the internationally recognized performance indicators that determine institutional standing in the world's leading university rankings.

During the reporting period, the University continued the systematic implementation of its research university model, founded upon the integration of education, scientific research, innovation, and international cooperation.

Research activities were carried out in accordance with the University's Development Strategy and focused on addressing the priority socio-economic challenges of the Kyrgyz Republic, advancing both fundamental and applied research, promoting interdisciplinary research fields, integrating digital technologies into research processes, commercializing intellectual outputs, and expanding the University's participation in international research initiatives.

Particular emphasis was placed on strengthening the research capacity of the University's academic and research units, advancing established research schools, supporting early-career researchers, educating highly qualified research personnel, and fostering an enabling environment for scientific inquiry and innovation.

The University continued to improve institutional mechanisms for research management, modernize the infrastructure of its research laboratories, and expand opportunities for faculty members, doctoral candidates, master's students, and undergraduate students to participate in scientific research, international grant programmes, and innovation projects.

Substantial efforts were also devoted to strengthening scientific communication and promoting the dissemination of research outcomes within the international academic community.

Across its institutes, faculties, research centres, and academic departments, the Kyrgyz National University named after Jusup Balasagyn organized **152 scientific events**, including **72 international** and **80 national** scientific and practical conferences, symposia, round-table discussions, research forums, and expert panel discussions.

These events brought together representatives of leading universities, research institutions, government agencies, international organizations, the business community, and distinguished experts, providing an effective platform for addressing contemporary scientific challenges, exchanging best practices, presenting research findings, and establishing new avenues for scientific collaboration.

International scientific conferences and research forums played a particularly significant role in advancing the University's internationalization strategy by expanding global academic partnerships, strengthening scientific diplomacy, and

fostering long-term cooperation with leading universities and research centres worldwide.

The organization of these events substantially enhanced the international visibility of the University's research schools and created additional opportunities for establishing joint research teams and launching large-scale collaborative research initiatives.

During the reporting period, the University successfully implemented **seven major international research projects** spanning a broad range of priority scientific fields.

These projects addressed such areas as the development of advanced materials and polymer technologies, environmental protection and biodiversity conservation, the digital modelling of aquatic ecosystems using artificial intelligence technologies, the modernization of teacher education, the development of digital educational resources, research in the humanities, the enhancement of educational technologies, and the advancement of sustainable development solutions.

The implementation of these international research projects significantly expanded the University's international research network, strengthened collaboration with overseas research teams, attracted internationally recognized experts to participate in research activities, enhanced research productivity, and created favourable conditions for increasing the number of publications in high-impact international journals indexed in **Scopus** and the **Web of Science**.

One of the University's strategic priorities was the continuous improvement of the quality of its scholarly publications and the expansion of their international visibility.

During the reporting period, faculty members continued their active scholarly publishing activities, focusing on increasing the number of research articles published in internationally peer-reviewed journals, improving citation impact, and further strengthening the University's international academic reputation.

Particular emphasis was placed on publishing in journals indexed in **Scopus**, the **Web of Science**, **Google Scholar**, and the **Russian Science Citation Index (RSCI)**, in accordance with the strategic objectives of the University's Action Plan for inclusion in the **QS World University Rankings**.

The University also continued to strengthen its academic publishing activities. New issues of the *Bulletin of the Kyrgyz National University named after Jusup Balasagyn* were published, together with proceedings of international scientific conferences, scholarly collections, and academic monographs.

The dissemination of these publications through electronic scientific libraries and international bibliographic and analytical databases significantly increased the accessibility of the University's research outputs, enhanced their international visibility, and contributed to the continued growth of citation impact.

Another key component of the University's research policy was the systematic promotion of innovation and the practical application of research outcomes.

The University's research teams actively contributed to the development of advanced technologies, scientific and methodological solutions, and innovative

projects aimed at addressing priority challenges in the fields of the economy, education, environmental sustainability, digital transformation of public administration, energy, agriculture, and social development in the Kyrgyz Republic. Through these activities, the University further strengthened its role as the country's leading national research institution, providing scientific expertise to support socio-economic development.

Particular attention was devoted to the development of early-career researchers. The University created favourable conditions for undergraduate students, master's students, doctoral candidates, and young researchers to engage in research activities, publish their findings, compete for research grants, participate in international conferences, and undertake international research placements.

These initiatives ensure the continuity of the University's research schools, contribute to the preparation of a new generation of researchers, and strengthen the human capital of the national scientific community.

The comprehensive measures implemented in the fields of research and innovation have further strengthened the scientific capacity of the Kyrgyz National University named after Jusup Balasagyn, expanded international research collaboration, increased scholarly publication output, enhanced research infrastructure, and promoted the University's integration into the global research community.

The sustained advancement of fundamental and applied research, the expansion of international scientific cooperation, the continued growth of scholarly publishing, and the effective translation of research outcomes into practice provide a solid foundation for strengthening the University's academic reputation, increasing its citation impact, and further improving the position of the Kyrgyz National University named after Jusup Balasagyn in the **QS World University Rankings**, thereby reaffirming its status as the leading research university of the Kyrgyz Republic and one of the recognized centres of excellence in higher education and research in Central Asia.

5. INTERNATIONAL GRANTS AND INVESTMENT AS A MECHANISM FOR STRENGTHENING THE RESEARCH CAPACITY AND ENHANCING THE COMPETITIVENESS OF THE KYRGYZ NATIONAL UNIVERSITY NAMED AFTER JUSUP BALASAGYN IN THE QS WORLD UNIVERSITY RANKINGS

In the context of increasing global competition in higher education, the attraction of international grants, external investment, and diversified non-budgetary funding has become one of the principal drivers of the sustainable development of research universities. These resources support the modernization of research infrastructure, enhance the quality of education, expand international research collaboration, and facilitate the adoption of advanced educational and scientific technologies.

Accordingly, the development of the University's international grant activities during the 2025–2026 reporting period was identified by the Kyrgyz National

University named after Jusup Balasagyn as one of the strategic priorities within the Action Plan for inclusion in the **QS World University Rankings**.

The **QS World University Rankings** methodology evaluates not only academic reputation, research productivity, and the strength of international research networks, but also a university's capacity to develop a modern research and educational infrastructure, foster an enabling research environment, establish strong international partnerships, and effectively leverage external investment to advance research, innovation, and the education of globally competitive graduates.

Against this background, the expansion of the University's grant portfolio became one of the key instruments for achieving the strategic objectives set forth in the Development Programme of the Kyrgyz National University named after Jusup Balasagyn.

During the reporting period, the University significantly expanded its participation in international grant programmes, investment initiatives, and scientific and technological projects implemented in cooperation with overseas universities, international organizations, research funding agencies, governmental institutions of foreign countries, and international financial institutions.

The University's systematic efforts to secure external funding substantially strengthened its physical and technological infrastructure, modernized its research facilities, expanded opportunities for conducting advanced research, and further enhanced its integration into the global higher education and research community.

One of the most significant achievements of the reporting period was the University's participation in **thirteen international grant programmes and projects** covering a broad range of priority areas in contemporary science, education, and innovation.

These initiatives focused on advancing fundamental and applied research, supporting the digital transformation of the educational environment, modernizing research infrastructure, implementing advanced information and communication technologies, enhancing the professional development of faculty members, supporting early-career researchers, expanding academic mobility, and strengthening international scientific collaboration.

Particular importance was attached to projects addressing sustainable development, integrated water resources management, climate change, the study of high-mountain ecosystems in Central Asia, environmental sustainability, the digital transformation of public administration, the advancement of inclusive education, contemporary pedagogy, humanities research, gender equality, and the implementation of innovative educational technologies.

The successful implementation of these projects enabled the University to significantly expand research activities in priority areas of global scientific development, facilitate the participation of its researchers in international research consortia, and strengthen the integration of national science into the global research ecosystem.

Long-term cooperation with leading universities in the **Republic of Korea** is of particular strategic importance for the University's continued development.

Joint international initiatives focus on the modernization of academic programmes, the integration of digital learning technologies, the advancement of artificial intelligence and intelligent information systems, the enhancement of engineering education, the preparation of a new generation of researchers, the professional development of faculty members, and the creation of a modern digital learning environment aligned with internationally recognized standards of quality in higher education.

Another important priority of the University's international grant activities was its active participation in the **European Union's Erasmus+ Programme**, as well as the continued development of cooperation with the **Korea International Cooperation Agency (KOICA)**, the **Korea Foundation**, and a number of other international organizations dedicated to supporting education, research, innovation, and sustainable development.

The implementation of projects within these programmes contributed to the expansion of academic mobility, the strengthening of international research networks, the exchange of scientific expertise, the adoption of internationally recognized educational best practices, and the enhancement of the University's international visibility.

The University's sustained success in securing international funding significantly strengthened its research infrastructure.

During the reporting period, substantial progress was made in expanding the capacity of modern research laboratories, research centres, and specialized educational facilities equipped with state-of-the-art technologies. These investments significantly enhanced the quality of research activities and created favourable conditions for conducting internationally competitive fundamental and applied research.

Significant investment was also directed toward the further development of the University's library and information infrastructure.

A particularly valuable contribution to strengthening the University's research capacity was the acquisition of a unique collection of contemporary international scholarly publications in **American Studies**, in both English and Japanese, donated to the University through international academic cooperation.

The enrichment of the University's library collections with contemporary international academic publications substantially expanded researchers' access to global scientific knowledge, enhanced the availability of high-quality research resources, and further supported the scholarly activities of faculty members, doctoral candidates, and early-career researchers.

Particular attention was devoted to the strategic use of grant funding to support early-career researchers, strengthen research schools, organize international research fellowships, facilitate the participation of University scholars in international conferences and scientific forums, and increase publication output in high-impact journals indexed in **Scopus** and the **Web of Science**.

These initiatives contribute to strengthening the University's academic reputation, increasing the international citation impact of its research, and fostering sustainable international research collaborations.

The comprehensive programme for attracting international grants and investment created additional opportunities for the continued modernization of the educational process, the advancement of innovation, the enhancement of research infrastructure, and the development of a modern university ecosystem aligned with internationally recognized standards of excellence in higher education and research.

The University's consistent success in expanding its international grant portfolio reflects the high level of confidence placed in the Kyrgyz National University named after Jusup Balasagyn by the global academic community, international partner universities, research funding organizations, and international institutions.

Accordingly, the implementation of international grant-funded and investment projects during the 2025–2026 reporting period constituted a key component of the University's Action Plan for inclusion in the **QS World University Rankings**.

The external investment secured by the University has strengthened its research capacity, expanded its international research network, modernized its educational and research infrastructure, enhanced the quality of scientific research, broadened international cooperation, and further reinforced its academic reputation.

The establishment of an effective system for attracting international funding and strategic partnerships provides a strong foundation for the continued development of the Kyrgyz National University named after Jusup Balasagyn as the leading research university of the Kyrgyz Republic, successfully integrated into the global higher education and research community and steadily advancing its position in the **QS World University Rankings**.

6. INTERNATIONAL ACADEMIC MOBILITY

As part of the implementation of the Action Plan for the inclusion of the Kyrgyz National University named after Jusup Balasagyn in the **QS World University Rankings** during the 2025–2026 reporting period, international academic mobility was identified as one of the University's strategic priorities. It plays a pivotal role in advancing internationalization, strengthening the University's global academic reputation, and expanding its presence within the international higher education landscape.

Throughout the reporting period, the Kyrgyz National University named after Jusup Balasagyn consistently implemented a comprehensive range of initiatives aimed at establishing a sustainable system of international academic exchange, strengthening partnerships with overseas universities, and expanding opportunities for study, research, and professional placements for undergraduate students, master's students, doctoral candidates, faculty members, and researchers.

These activities constituted an essential component of the University's efforts to meet internationally recognized performance indicators reflected in global

university ranking systems, particularly those related to academic reputation, international collaboration, and international academic mobility.

To enhance its international competitiveness and strengthen its global standing, the University significantly expanded the geographical scope of its academic cooperation with leading higher education institutions and research organizations across Europe, Asia, and the member states of the **Commonwealth of Independent States (CIS)**.

Particular emphasis was placed on establishing long-term strategic partnerships, developing joint academic programmes, implementing exchange programmes, attracting international faculty members and distinguished experts, and creating favourable conditions for the University's integration into international academic networks.

One of the principal mechanisms for advancing international academic mobility was the University's active participation in the **European Union's Erasmus+ Programme**, which supports collaborative educational and research initiatives with universities across Europe.

Within the framework of Erasmus+, the University implemented student and faculty exchange programmes, professional development initiatives for academic staff, collaborative educational projects, and the integration of European best practices into teaching and learning. Participation in the Erasmus+ Programme has significantly enhanced the University's international attractiveness and further strengthened its academic reputation among global partner institutions.

Another important dimension of the University's internationalization strategy has been the continued development of strategic cooperation with leading universities in the **Republic of Korea**.

Within the framework of its long-term partnership with **Keimyung University**, the University is implementing a strategic cooperation project extending through 2030, focused on strengthening institutional capacity in information and communication technologies, digital transformation, and artificial intelligence.

At the same time, the University has continued to implement joint initiatives with **Jeonbuk National University** under the **GLOCAL 30 Project**, which is designed to enhance institutional international competitiveness, foster an innovative educational environment, and expand global academic partnerships.

Another significant contribution to the advancement of international academic mobility has been the University's participation in projects supported by the **Korea International Cooperation Agency (KOICA)**, the **World Friends Korea** programme, and the **KF Global e-School** initiative implemented with the support of the **Korea Foundation**.

These initiatives have provided valuable opportunities to engage international experts, organize international educational activities, integrate innovative digital learning technologies, and promote intercultural exchange and collaboration.

As part of the University's strategy to strengthen its position in the **QS World University Rankings**, particular emphasis was placed not only on expanding the scale of its international partnerships but also on enhancing their quality through the

development of collaborative research, broader participation of faculty members and students in international projects, the expansion of the University's global network of partner institutions, and the further strengthening of the international profile of the Kyrgyz National University named after Jusup Balasagyn.

The implementation of international academic mobility initiatives during the 2025–2026 reporting period significantly reinforced the University's position as an open, internationally engaged, and globally competitive institution of higher education. It also strengthened the University's integration into the global academic community and established the institutional foundations necessary for improving the performance indicators considered within the **QS World University Rankings** methodology.

The international experience gained through these initiatives has become an important foundation for the continued modernization of academic programmes, the advancement of research and innovation, the enhancement of the quality of graduate education, and the further consolidation of the international reputation of the Kyrgyz National University named after Jusup Balasagyn.

7. ENGAGEMENT WITH INTERNATIONAL DELEGATIONS

As part of the implementation of the Action Plan for the inclusion of the Kyrgyz National University named after Jusup Balasagyn in the **QS World University Rankings** during the 2025–2026 reporting period, engagement with international delegations was identified as one of the University's key priorities in international affairs. This strategic area of activity was aimed at strengthening the University's global profile, expanding international academic partnerships, and establishing a sustainable framework for cooperation with leading higher education institutions and research centres worldwide.

Throughout the reporting period, the reception and coordination of international delegations were regarded not merely as an essential component of diplomatic and institutional protocol, but also as an effective instrument for enhancing the University's international visibility, expanding its global partnership network, strengthening its academic reputation, and promoting the integration of the Kyrgyz National University named after Jusup Balasagyn into the global higher education and research community.

In an increasingly competitive international higher education environment, institutional openness, sustainable partnerships with overseas organizations, and active participation in global academic dialogue have become important factors influencing universities' performance in leading international rankings.

Accordingly, the University's leadership placed particular emphasis on strengthening international engagement through official meetings, high-level negotiations, working visits, academic and research forums, and expert consultations involving representatives of overseas universities, research institutions, diplomatic missions, international organizations, and governmental bodies.

During the reporting period, the Kyrgyz National University named after Jusup Balasagyn significantly intensified its activities related to hosting international

delegations. The University welcomed more than thirty official foreign delegations representing leading universities, research institutions, government agencies, diplomatic missions, and international organizations from around the world.

The geographical scope of these visits encompassed a broad range of countries across Europe and Asia, including the Republic of Korea, the People's Republic of China, the French Republic, Japan, the Republic of Türkiye, Hungary, the Republic of Belarus, the Russian Federation, the countries of Central Asia, and other international partner states.

These high-level meetings provided the University with valuable opportunities to expand its international engagement platform, strengthen existing strategic partnerships, and identify new avenues for cooperation in education, research, innovation, and the preparation of highly qualified specialists and researchers.

Particular emphasis during these engagements was placed on strengthening strategic partnerships with leading universities across Asia and Europe.

The discussions focused on the development of joint academic programmes, the establishment of dual-degree programmes, the expansion of student and faculty academic mobility, the implementation of collaborative research projects, the education and training of master's and PhD students, as well as participation in international grant-funded and research initiatives.

A particularly significant area of cooperation involved partnerships with universities in the People's Republic of China and the Republic of Korea, where discussions concentrated on the digital transformation of higher education, the integration of artificial intelligence technologies, the development of innovative digital learning platforms, and the education of a new generation of highly qualified professionals equipped to meet the demands of the global knowledge economy.

Negotiations with international partners expanded opportunities for the implementation of collaborative initiatives in information technology, engineering, economics, logistics, international relations, and other priority academic disciplines.

An important dimension of the University's engagement with international delegations was the strengthening of cooperation with diplomatic missions of foreign states and international organizations.

These meetings were aimed at broadening the University's participation in international educational initiatives, attracting international students, expanding academic mobility programmes, identifying new sources of international funding, and promoting the University's research and innovation capacity.

During the visits of international partners, comprehensive presentations were delivered on the University's academic structure, research schools, priority research areas, innovation projects, and long-term institutional development strategy.

International guests were provided with opportunities to familiarize themselves with the activities of the University's faculties and institutes, its research infrastructure, state-of-the-art laboratories, and the institutional capacity available for the joint implementation of academic and research initiatives.

Within the context of the University's preparation for participation in the **QS World University Rankings**, particular importance was attached to meetings aimed at strengthening the international reputation of the Kyrgyz National University named after Jusup Balasagyn.

Engagement with overseas universities and international organizations significantly enhanced the visibility of the University's brand, expanded its global partnership network, and reinforced its position among higher education institutions across the region.

Cooperation with international delegations also contributed substantially to the expansion of international research collaboration.

Discussions focused on opportunities for co-authoring scholarly publications, implementing joint international research projects, facilitating the participation of University researchers in international conferences, establishing multinational research teams, and expanding cooperation within international research consortia.

One of the most significant outcomes of these activities was the achievement of concrete agreements with international partners, resulting in the expansion of the University's contractual partnership framework, the preparation of new cooperation agreements, the development of joint academic initiatives, and the establishment of new areas of international collaboration.

The high standard of organization of international events, the University's openness to global cooperation, and the proactive leadership of the Kyrgyz National University named after Jusup Balasagyn have significantly strengthened the University's international standing and enhanced its attractiveness as a partner for leading institutions worldwide.

Accordingly, engagement with international delegations during the 2025–2026 reporting period became an important instrument for implementing the University's internationalization strategy and one of the key factors contributing to the improvement of institutional performance indicators in preparation for inclusion in the **QS World University Rankings**.

The continued expansion of international partnerships, the strengthening of the University's global network of collaborators, and its active participation in international academic initiatives provide a solid foundation for enhancing institutional competitiveness, reinforcing its international reputation, and consolidating its position as a modern research university and one of the leading academic institutions in Central Asia.

8. ACHIEVEMENT OF QS INTERNATIONAL RANKING PERFORMANCE INDICATORS

As part of the implementation of the Action Plan for the inclusion of the Kyrgyz National University named after Jusup Balasagyn in the **QS World University Rankings** during the 2025–2026 reporting period, one of the University's principal strategic priorities was to achieve sustained positive progress across the key international performance indicators that determine its standing within the global higher education landscape.

The University regards the continuous improvement of its position in international university rankings as a fundamental measure of the quality of its education and research, the level of its international engagement, the effectiveness of institutional governance, the strength of its research capacity, and its ability to meet the evolving standards of the global higher education system.

During the reporting period, the University implemented a comprehensive set of initiatives aimed at meeting the requirements and improving the performance indicators employed by **QS Quacquarelli Symonds** in the compilation of the **QS World University Rankings**.

Particular emphasis was placed on advancing the strategic areas that have the greatest impact on institutional ranking performance, including strengthening academic and employer reputation, enhancing research productivity, expanding international collaboration, promoting international academic mobility, improving the quality of academic programmes, developing digital infrastructure, and increasing the University's international visibility.

The implementation of initiatives supporting the University's preparation for inclusion in the **QS World University Rankings** was based on a systematic institutional approach encompassing the continuous enhancement of internal quality assurance mechanisms, the strengthening of faculty research capacity, the expansion of international strategic partnerships, the improvement of scholarly communication, and the development of a modern, internationally competitive university environment.

9. ENHANCING THE UNIVERSITY'S ACADEMIC REPUTATION

Strengthening the academic reputation of the Kyrgyz National University named after Jusup Balasagyn was identified as one of the University's highest strategic priorities, reflecting its significance as one of the principal indicators within the **QS World University Rankings** methodology.

To reinforce the University's international profile, significant efforts were undertaken to expand cooperation with overseas universities, research institutions, international organizations, and professional academic communities.

Particular emphasis was placed on the development of long-term strategic partnerships, active participation in international educational initiatives, and the organization of international conferences, academic forums, scientific seminars, and expert-level meetings.

A key priority was to enhance the University's visibility within the global academic community. To achieve this objective, the University implemented a systematic communication strategy to promote its research achievements, educational initiatives, international projects, and major institutional developments through its official communication channels, international academic platforms, and global information networks.

The international promotion of the University's achievements has contributed to establishing a strong and positive global perception of the Kyrgyz National

University named after Jusup Balasagyn as a modern comprehensive university committed to excellence in research, innovation, and international cooperation.

9.1. ENHANCING RESEARCH QUALITY AND STRENGTHENING RESEARCH CAPACITY

A key component of achieving the University's **QS** performance indicators was the continued advancement of research and innovation activities, together with the strengthening of international research collaboration.

During the reporting period, the University implemented a range of measures aimed at stimulating the research productivity of faculty members, supporting the development of established research schools, expanding the participation of University scholars in international research projects, and increasing the number of collaborative research initiatives undertaken with international partner institutions.

Particular emphasis was placed on preparing and promoting scholarly publications indexed in internationally recognized bibliographic databases, fostering a strong culture of academic writing, improving the quality and impact of research, and expanding the participation of faculty members and researchers in international conferences, symposia, and other scholarly events.

The expansion of international research collaboration became one of the principal drivers of the University's growing competitiveness. The implementation of joint research projects with international partners, participation in international grant programmes, and the development of global research networks significantly strengthened the research capacity of the Kyrgyz National University named after Jusup Balasagyn and enhanced its role within the international research community.

9.2. EXPANDING INTERNATIONAL COOPERATION AND ADVANCING THE INTERNATIONALIZATION OF THE LEARNING ENVIRONMENT

Achievement of the **QS World University Rankings** performance indicators is closely linked to the degree of a university's international integration. Accordingly, during the reporting period, the University continued to implement a systematic strategy aimed at expanding international cooperation, strengthening academic mobility, and broadening engagement with international partners.

The University further developed cooperation with leading higher education institutions across Europe, Asia, and the member states of the **Commonwealth of Independent States (CIS)**, implemented joint academic and research initiatives, and expanded its participation in international academic exchange programmes.

Particular importance was attached to strengthening international mobility programmes for undergraduate students, master's students, doctoral candidates, and faculty members. These initiatives contributed to enhancing the quality of education, facilitating the transfer of international best practices, and fostering an internationally oriented learning environment.

In addition, the University actively engaged international scholars, visiting faculty members, and distinguished experts in the delivery of academic and research activities. Such initiatives represent an important factor in enhancing the University's

international attractiveness and ensuring its continued alignment with the evolving standards and expectations reflected in global university ranking systems.

9.3. STRENGTHENING ENGAGEMENT WITH EMPLOYERS AND THE PROFESSIONAL COMMUNITY

As part of the University's preparation for participation in the **QS World University Rankings**, particular emphasis was placed on strengthening engagement with employers, business representatives, government institutions, and professional organizations.

Academic programmes were continuously refined to reflect the evolving demands of the labour market, the socio-economic priorities of the Kyrgyz Republic, and emerging international trends in professional education.

The expansion of cooperation with employers enhanced the practice-oriented nature of academic programmes, strengthened the connection between higher education and the real economy, and improved the employability and labour market competitiveness of the University's graduates.

This strategic area of activity plays a significant role in strengthening the University's employer reputation and reinforcing the confidence of external stakeholders.

9.4. ENHANCING THE UNIVERSITY'S DIGITAL COMMUNICATION STRATEGY AND INTERNATIONAL POSITIONING

A major component of the University's preparation for the **QS World University Rankings** was the enhancement of its digital presence and the promotion of institutional transparency.

During the reporting period, the University continued to modernize its digital information resources, improve the quality and accessibility of content published across its official digital platforms, expand English-language communications, and ensure broad access to information relating to the University's research, educational, and international activities.

The digital transformation of the University's communication strategy has strengthened institutional transparency, expanded opportunities for international engagement, and enabled the more effective promotion of the University's achievements to global audiences.

RESULTS OF THE IMPLEMENTATION OF THE ACTION PLAN IN RELATION TO THE QS WORLD UNIVERSITY RANKINGS PERFORMANCE INDICATORS

The initiatives implemented during the 2025–2026 reporting period as part of the Action Plan for the inclusion of the Kyrgyz National University named after Jusup Balasagyn in the **QS World University Rankings** established a comprehensive foundation for the continued enhancement of the University's international competitiveness.

The measures undertaken have strengthened the University's international standing, expanded its global partnership network, enhanced academic openness, intensified research activity, advanced international academic mobility, and increased the international visibility of the Kyrgyz National University named after Jusup Balasagyn within the global higher education community.

The consistent implementation of the strategic objectives outlined in the Action Plan has created the necessary conditions for the continued improvement of the University's key performance indicators, including academic reputation, international integration, research productivity, and the quality of education.

Accordingly, the University's preparation for participation in the **QS World University Rankings** during the 2025–2026 reporting period represents a significant milestone in its institutional development and reflects its commitment to becoming a new-generation university—open, innovative, research-intensive, and internationally competitive.

The continued implementation of the University's internationalization strategy, the further strengthening of its research capacity, ongoing digital transformation, the expansion of international partnerships, and the continuous enhancement of its quality assurance system will support the sustained advancement of the Kyrgyz National University named after Jusup Balasagyn in global university rankings and further consolidate its position as one of the leading higher education institutions in Central Asia.

10. ENHANCING RESEARCH PUBLICATION PERFORMANCE AND INTEGRATING THE UNIVERSITY'S SCHOLARLY JOURNALS INTO THE INTERNATIONAL RESEARCH LANDSCAPE

As part of the implementation of the Action Plan for the inclusion of the Kyrgyz National University named after Jusup Balasagyn in the **QS World University Rankings** during the 2025–2026 reporting period, the enhancement of faculty research publication performance, the improvement of research quality, and the integration of the University's scholarly journals into the international research and information landscape were identified as key strategic priorities for strengthening the University's global competitiveness.

Contemporary international university ranking systems, including the **QS World University Rankings**, recognize research productivity, the quality of scholarly research, the extent of international research collaboration, and the citation impact of research outputs as fundamental indicators of institutional excellence.

Accordingly, during the reporting period, the University implemented a comprehensive set of initiatives aimed at establishing a modern research publication ecosystem, enhancing the international visibility of its research achievements, and creating the conditions necessary for the sustainable growth of its research capacity.

These initiatives were implemented in accordance with the University's strategic transition toward the model of a research-intensive university, guided by internationally recognized standards of academic excellence, the principles of open

science, the strengthening of scholarly communication, and the active integration of the University's researchers into the global research community.

The principal strategic objectives of this priority area included:

- enhancing the research publication performance of faculty members, early-career researchers, doctoral candidates, and research staff;
- increasing the number of scholarly publications published in internationally peer-reviewed academic journals;
- fostering a strong culture of scholarly publishing and academic writing;
- improving the quality of research articles and strengthening their international competitiveness;
- expanding the visibility of the University's research outputs within internationally recognized bibliometric and citation indexing systems;
- strengthening international research collaboration and increasing the number of co-authored publications with international researchers; and
- further developing the University's scholarly journals in accordance with the standards and indexing requirements of leading international bibliographic databases.

The successful implementation of these initiatives made a significant contribution to achieving the University's strategic objectives of improving its performance in international university rankings and further strengthening its academic reputation within the global scholarly community.

10.1. MODERNIZATION OF THE JOURNAL BULLETIN OF JUSUP BALASAGYN KYRGYZ NATIONAL UNIVERSITY AND PREPARATION FOR INTERNATIONAL INDEXING

A key component of the University's strategy to enhance its research publication performance was the comprehensive modernization of its principal scholarly journal, the *Bulletin of Jusup Balasagyn Kyrgyz National University*.

During the reporting period, extensive organizational, methodological, and technical measures were undertaken to align the journal with internationally recognized publishing standards applicable to scholarly periodicals seeking inclusion in leading global bibliometric databases, including Scopus.

The modernization of the journal was implemented as a long-term institutional initiative aimed at transforming the University's publishing policy, improving the quality of scholarly content, optimizing editorial processes, and establishing a strong international reputation for the journal.

As part of the preparation for international indexing, a comprehensive analysis of the requirements of leading bibliometric databases was conducted, international best practices in scholarly publishing were examined, and strategic priorities for the journal's further development were identified.

One of the most significant strategic decisions was the revision of the journal's editorial concept. In accordance with the requirements of international indexing databases, the journal transitioned from a broad multidisciplinary format to a more specialized disciplinary model.

The following fields were designated as the journal's primary thematic focus:

- **Education (Pedagogy);**
- **Psychology;**
- **Social Work.**

This strategic decision has strengthened the journal's academic coherence, enabled a more rigorous and specialized peer-review process, fostered the development of a sustainable international community of authors and reviewers, and created favorable conditions for increasing the scholarly impact and citation of published research.

10.2. ENHANCEMENT OF EDITORIAL POLICY AND ALIGNMENT WITH INTERNATIONAL PUBLICATION ETHICS STANDARDS

One of the principal priorities of the journal's modernization was the comprehensive revision of its regulatory and methodological framework.

During the reporting period, the following documents and procedures were thoroughly reviewed and substantially improved:

- the Journal's Editorial Policy;
- the Regulations Governing the Scholarly Journal;
- the Author Guidelines for manuscript preparation;
- procedures governing communication with authors;
- the manuscript evaluation and peer-review process;
- publication ethics standards;
- mechanisms for preventing academic misconduct.

The journal has adopted internationally recognized principles of scholarly peer review, including the **double-blind peer-review** process, under which neither authors nor reviewers are aware of each other's identities.

Particular attention was devoted to ensuring compliance with the principles of academic integrity and internationally accepted publication ethics based on the recommendations of the **Committee on Publication Ethics (COPE)**.

In addition, the journal strengthened its plagiarism screening procedures, enhanced publication quality assurance mechanisms, and increased the accountability of all participants involved in the editorial and publishing process.

The implementation of these measures has significantly improved the transparency of the journal's editorial operations, strengthened the confidence of the academic community, and established a solid foundation for the journal's future international recognition.

10.3. DEVELOPMENT OF THE DIGITAL INFRASTRUCTURE OF THE UNIVERSITY'S SCHOLARLY PUBLISHING SYSTEM

An important component of the integration of the University's scholarly publications into the international academic landscape was the further development of the journal's digital infrastructure.

During the reporting period, a comprehensive audit of the journal's official website was conducted, resulting in an extensive modernization of its digital platform.

The following improvements were implemented:

- the website architecture was redesigned and optimized;
- the navigation system was significantly enhanced;
- proper organization and accessibility of archived journal issues were ensured;
- information on the Editorial Board was substantially expanded;
- detailed information on the journal's peer-review procedures and publication policy was published;
- the English-language version of the website was significantly strengthened;
- the search functionality for scholarly publications was improved;
- the presentation of information was brought into full compliance with internationally recognized standards for academic journals.

The development of the journal's digital infrastructure substantially increased the international accessibility of the University's scholarly publications and created favorable conditions for expanding the global community of authors, readers, and research partners.

10.4. IMPLEMENTATION OF THE DOI DIGITAL IDENTIFICATION SYSTEM FOR SCHOLARLY PUBLICATIONS

One of the most significant achievements of the reporting period was the implementation of the international **Digital Object Identifier (DOI)** system for scholarly publications.

Within the framework of this initiative, the University carried out the following activities:

- concluded an agreement with an international DOI registration agency;
- completed the technical integration of the DOI system;
- assigned Digital Object Identifiers to scholarly articles;
- established the transfer of bibliographic metadata to international scholarly communication systems.

The implementation of the DOI system has ensured the permanent identification of the University's scholarly publications, enhanced their accessibility to the international research community, and created additional opportunities to increase the citation impact of the University's research output.

This initiative represents a significant milestone in enhancing the international visibility of the scholarly publications of **Jusup Balasagyn Kyrgyz National University** and fully complies with contemporary standards of digital scholarly communication.

10.5. ENHANCING THE QUALITY OF SCHOLARLY PUBLICATIONS AND PROMOTING ACADEMIC WRITING

One of the University's key strategic priorities was the development of a modern culture of academic writing among faculty members, early-career researchers, master's students, and doctoral candidates.

During the reporting period, the University strengthened its requirements for the preparation of scholarly publications intended for international academic journals.

Particular emphasis was placed on:

- ensuring the scientific originality and novelty of research;
- strengthening methodological rigor;
- utilizing up-to-date international scholarly literature;
- ensuring the accurate preparation of bibliographic references;
- preparing manuscripts in accordance with internationally recognized publishing standards.

To support authors, the University introduced comprehensive guidelines for manuscript preparation based on the internationally accepted **IMRAD** structure (**I**ntroduction, **M**ethods, **R**esults, and **D**iscussion), which is widely recognized as the standard framework for scholarly articles in the global academic community.

10.6. ENHANCING THE RESEARCH COMPETENCIES OF THE UNIVERSITY'S ACADEMIC STAFF

A key priority in advancing publication performance was the systematic enhancement of the research competencies of the University's academic staff.

During the reporting period, the University organized:

- 17 specialized scientific seminars;
- training webinars;
- advisory sessions on scholarly publishing;
- practical workshops on the use of international scientific databases.

The activities covered a broad range of topics, including:

- preparation of research articles;
- academic writing;
- effective use of international scientometric platforms;
- research methodology;
- development of international research grant proposals;
- application of artificial intelligence technologies in research;
- registration and protection of intellectual property;
- promotion of a modern research culture.

Particular importance was attached to the introduction of the course "**Fundamentals of Academic Writing**" into the educational programmes for the training of research and academic personnel.

A specialized 40-academic-hour course was developed for postgraduate students, doctoral candidates, and research degree applicants. The course is designed to equip participants with practical skills in preparing high-quality scientific publications that meet the standards of internationally recognized journals indexed in **Scopus** and **Web of Science**.

10.7. EXPANSION OF INTERNATIONAL RESEARCH COLLABORATION AND PUBLICATION PERFORMANCE

One of the most significant outcomes of the implemented initiatives was the expansion of international research collaboration.

By the end of the reporting period, the number of co-authored publications produced by researchers of **Jusup Balasagyn Kyrgyz National University** in collaboration with international scholars had reached **109 scientific publications**.

This achievement reflects the University's consistent efforts to strengthen international research partnerships, expand the participation of its scholars in global research networks, and enhance the integration of the University into the international academic community.

The reporting period also demonstrated positive progress in the citation impact of the University's research publications.

The total number of citations received by publications authored by the University's researchers reached **93**, representing an increase of **28 citations** compared with the previous reporting year.

The average citation rate increased to **3.6 citations per publication**, confirming the growing academic relevance of the University's research output and the strengthening of its overall research impact.

OUTCOMES OF THE INITIATIVES TO ENHANCE PUBLICATION PERFORMANCE

The implementation of measures aimed at strengthening publication performance and integrating the scientific journals of **Jusup Balasagyn Kyrgyz National University** into the international scholarly community has become one of the key strategic priorities supporting the University's preparation for participation in the **QS World University Rankings** during the **2025–2026** period.

The initiatives undertaken have enabled the University to transition from a traditional model of scholarly publishing to a modern, internationally oriented system of scientific communication founded on the principles of quality, openness, academic integrity, and global recognition.

The establishment of a comprehensive publication support infrastructure, modernization of the University's scientific journals, implementation of international peer-review standards, advancement of academic writing, expansion of international research collaboration, and continued growth in citation impact together provide a sustainable foundation for further strengthening the University's research reputation.

These achievements contribute significantly to reinforcing the position of **Jusup Balasagyn Kyrgyz National University** as a modern research university, expanding its presence within the global scientific community, and advancing its strategic objective of enhancing international competitiveness and achieving continued progress in leading global university rankings, including the **QS World University Rankings**.

11. ENHANCING THE QUALITY OF SCIENTIFIC PUBLICATIONS AND IMPROVING THE SCIENTOMETRIC PERFORMANCE OF JUSUP BALASAGYN KYRGYZ NATIONAL UNIVERSITY

As part of the implementation of the Action Plan for **Jusup Balasagyn Kyrgyz National University** to advance its position in the **QS World University Rankings** for the 2025–2026 period, one of the University's principal strategic priorities was the enhancement of its research management system, the improvement of the quality of scientific publications, the development of a strong publication culture among academic staff, and the systematic strengthening of the University's scientometric performance.

Contemporary international university rankings, including the **QS World University Rankings**, place considerable emphasis on the level of institutional research activity, the quality of scholarly publications, international research collaboration, the citation impact of research outputs, and an institution's capacity to establish and sustain a strong research reputation.

Accordingly, the University identified the development of publication activity as one of the key priorities of its institutional development strategy, recognizing its direct contribution to enhancing the international competitiveness of **Jusup Balasagyn Kyrgyz National University** and strengthening its position within the global academic community.

During the reporting period, activities in this area were implemented through a comprehensive and integrated approach encompassing the entire lifecycle of scholarly publication—from the development of research ideas and manuscript preparation to publication support, dissemination of research outputs through international information systems, monitoring of citation performance, and evaluation of the scientific contribution of individual researchers.

The primary objective of these initiatives was to establish a modern scholarly publishing environment that meets international quality standards, ensure the sustainable growth of publication output by the University's researchers, expand the global visibility of the University's scientific achievements, and create the conditions necessary to improve the indicators used in international university rankings.

The coordination of these activities was carried out by the Vice-Rector for Research, the Department of Science, the Scientific Library, the leadership of the University's institutes and faculties, heads of academic departments, and the Council of Young Scientists. This integrated governance framework ensured the systematic implementation of planned activities, the application of a unified approach to the evaluation of research performance, and effective cooperation among all structural units of the University.

11.1. ESTABLISHING A UNIFIED UNIVERSITY-WIDE SYSTEM FOR MANAGING PUBLICATION ACTIVITY

One of the most significant components of this strategic initiative was the establishment of a unified institutional system for recording, storing, and analysing the research outputs of the University's academic staff.

To enhance the transparency of research activities and ensure the reliability of statistical data, the University continued to develop the **Electronic Library of Jusup Balasagyn Kyrgyz National University** as a key element of its digital research infrastructure.

The Electronic Library is regarded not merely as a digital archive of scholarly materials, but as a strategic instrument for:

- preserving the University's intellectual capital;
- providing open access to research outputs;
- increasing the visibility of scientific publications;
- creating a unified institutional information environment;
- enabling comprehensive analysis of publication performance across the University's academic units.

Throughout the reporting period, continuous monitoring was conducted to ensure compliance with the University's policy requiring the mandatory deposit of scholarly publications by academic staff in the institutional repository.

Designated coordinators were appointed within every faculty, institute, and academic department to ensure:

- monitoring the completeness of publication deposits;
- verifying the accuracy of bibliographic metadata;
- supporting the submission and uploading of scholarly materials;
- liaising with authors on publication formatting and submission requirements.

The results of the monitoring process were regularly analysed and reported to the University's senior leadership as well as to the heads of academic and administrative units. This systematic oversight significantly strengthened institutional compliance, enhanced accountability, and established a sustainable and effective system for managing the University's scholarly publishing activities.

11.2. ENHANCING THE INTERNATIONAL VISIBILITY OF KYRGYZ NATIONAL UNIVERSITY'S RESEARCH

An important strategic priority in strengthening the University's ranking potential was the expansion of the international visibility of the research outputs of **Jusup Balasagyn Kyrgyz National University** within leading global scientometric databases.

An analysis of the University's publication performance confirmed the sustained presence of its research outputs in the **Scopus** database.

The highest publication output was recorded in the following subject areas:

- **Social Sciences — 77 publications;**
- **Arts and Humanities — 40 publications;**
- **Economics, Econometrics and Finance — 32 publications;**
- **Engineering — 31 publications;**
- **Environmental Science — 28 publications;**
- **Business, Management and Accounting — 24 publications;**
- **Agricultural and Biological Sciences — 19 publications;**

- Energy — **18 publications;**
- Computer Science — **14 publications;**
- Multidisciplinary Research — **13 publications;**
- Psychology — **12 publications;**
- Physics and Astronomy — **12 publications;**
- Mathematics — **11 publications;**
- Earth and Planetary Sciences — **11 publications;**
- Materials Science — **8 publications;**
- Medicine — **6 publications;**
- Chemistry — **3 publications;**
- Chemical Engineering — **3 publications;**
- Veterinary Science — **2 publications;**
- Decision Sciences — **2 publications;**
- Biochemistry, Genetics and Molecular Biology — **2 publications;**
- Health Professions — **1 publication.**

This disciplinary distribution demonstrates the multidisciplinary nature of the University's research activities and confirms the growing international visibility of its scholarly output across virtually all academic fields.

The continued expansion of publication activity is of strategic importance for strengthening the University's research reputation, broadening international scientific collaboration, and increasing the citation impact of its research publications.

11.3. STRENGTHENING THE REGULATORY FRAMEWORK FOR SCHOLARLY PUBLISHING

To ensure the long-term sustainability of these initiatives, the University undertook comprehensive measures to develop and refine its internal regulatory framework governing the publication activities of academic staff.

A series of institutional regulations and policy documents were developed and implemented, establishing:

- procedures for depositing publications by University staff in the Electronic Library;
- requirements for the preparation and formatting of scholarly materials;
- responsibilities of academic and administrative units;
- timelines for the submission of publication-related information;
- mechanisms for monitoring compliance;
- procedures governing copyright management and licensing agreements.

Particular attention was devoted to ensuring compliance with institutional publishing policies, including:

- adherence to publisher embargo requirements;
- protection of authors' intellectual property rights;
- accurate indication of the University's institutional affiliation;
- verification of the accuracy and reliability of publication metadata.

The establishment of a unified regulatory framework significantly enhanced the transparency of research governance, ensured the consistency and comparability of publication data, and created an objective institutional system for evaluating research performance.

11.4. DEVELOPMENT OF DIGITAL RESEARCHER PROFILES

One of the essential prerequisites for increasing the international visibility of researchers is the availability of accurately maintained digital researcher identifiers.

To address this objective, the University carried out a large-scale initiative to establish and update the digital scholarly profiles of its academic staff and researchers.

The University's Information and Educational Portal was enhanced to support the integration of links to the following internationally recognized researcher identifiers and academic platforms:

- **ORCID;**
- **Scopus Author ID;**
- **ResearcherID;**
- **AuthorID of the Russian Science Citation Index (RSCI);**
- **SPIN Code;**
- **ResearchGate.**

The establishment of a unified digital research portfolio has enabled the University to:

- improve the accuracy of researcher identification;
- facilitate the automated tracking of scholarly publications;
- increase the international visibility of research outputs;
- simplify the analysis of individual research performance;
- establish a foundation for the University's deeper integration into international research information systems.

To further improve the quality and reliability of researcher data, a new functional role entitled "**Profile Verification**" was introduced. This functionality enables designated staff members to monitor the completeness of researcher profiles, verify the accuracy of external links and bibliographic information, and provide methodological support to authors in maintaining their academic profiles.

11.5. DEVELOPMENT OF ACADEMIC WRITING AND RESEARCH COMPETENCIES

One of the strategic priorities for improving the quality of scientific publications was the development of an academic writing culture among the University's academic staff, young researchers, master's students, and doctoral candidates.

During the reporting period, the University organized:

- 17 specialized scientific seminars;
- training webinars;
- advisory and consultation sessions;
- methodological workshops.

The main areas covered by the training programmes included:

- preparation of internationally recognized scientific articles;
- effective use of international academic databases;
- research methodology;
- formatting and presentation of scholarly publications;
- preparation of research grant proposals;
- application of artificial intelligence technologies in research activities.

Particular importance was given to the introduction of the course **"Fundamentals of Academic Writing"** into educational programmes for the training of academic and research personnel.

A specialized **40-academic-hour course** was developed for postgraduate students, doctoral candidates, and research degree applicants. The course is aimed at developing practical competencies in preparing scientific publications that meet the requirements of international journals indexed in **Scopus** and **Web of Science**.

11.6. ESTABLISHMENT OF A SYSTEM TO ENCOURAGE PUBLICATION ACTIVITY

To develop sustainable motivation among academic staff, the University improved its system of financial and non-financial incentives aimed at promoting research and publication activities.

During the reporting period, the following regulatory documents were developed and approved:

1. Regulations on Enhancing the Publication Activity of the Academic Staff of Jusup Balasagyn Kyrgyz National University in Scopus, Web of Science, and Google Scholar Databases.

2. Regulations on Incentivizing the Citation Impact of Scientific Publications.

The adopted documents provide for:

- annual allocation of financial resources for incentive payments;
- recognition and support of authors publishing in international scientific journals;
- support mechanisms for young researchers;
- incentives for increasing researchers' Hirsch index (h-index);
- encouragement of young scholars' first scientific publications;
- consideration of the quartile ranking of scientific journals when evaluating publication performance.

The implementation of this incentive system has contributed to establishing sustainable motivation among University researchers to conduct high-quality studies and publish their findings in leading international academic journals.

11.7. DEVELOPMENT OF INTERNATIONAL RESEARCH COLLABORATIONS

An important factor contributing to the enhancement of the University's research competitiveness has been the expansion of international research cooperation.

Jusup Balasagyn Kyrgyz National University has actively increased its participation in international research projects and academic initiatives.

A significant contribution has been made by the **Faculty of Chemistry and Chemical Technologies**, where the following projects are being implemented:

- the **World Bank project "Strategic Development Plan for the Research and Innovation Centre in Water, Chemical and Environmental Safety"**;
- the international **Erasmus+ programme** aimed at greening education in the field of water resources management for sustainable development in Central Asia.

These projects contribute to:

- the development of international research networks;
- preparation of joint scientific publications;
- engagement of international experts;
- improvement of research quality and relevance.

Particular importance is attached to the activities of the **Doctoral School of Jusup Balasagyn Kyrgyz National University**, where each PhD doctoral candidate conducts research under the supervision of both national and international academic advisors.

In **2025**, doctoral candidates of the University, together with their international research supervisors, published **109 scientific papers**, representing a significant indicator of the effectiveness of the University's international model for training highly qualified research personnel.

11.8. FINAL RESULTS OF THE IMPLEMENTATION OF THE STRATEGIC OBJECTIVE

The implementation of measures aimed at improving the quality of scientific publications and enhancing scientometric indicators has ensured the sustainable development of the research potential of **Jusup Balasagyn Kyrgyz National University**.

By the end of the reporting period, the following results were achieved:

- **182 articles** indexed in the **Scopus** database were published;
- **25 scientific publications** were published in the **Web of Science** database;
- **773 research works** were included in the **Russian Science Citation Index (RSCI)**;
- the number of joint publications with international researchers reached **109 scientific papers**;
- the total number of citations of publications by **KNU** researchers amounted to **93**;
- the average citation rate reached **3.6 citations per publication**.

The achieved results demonstrate positive progress in the development of the University's research activities and confirm the effectiveness of the implemented measures.

Thus, the successful implementation of the strategic objective aimed at improving the quality of scientific publications and enhancing scientometric

performance became one of the key components in preparing **Jusup Balasagyn Kyrgyz National University** for participation in the **QS World University Rankings** for the **2025–2026** period.

The established publication management system, development of digital research infrastructure, enhancement of the international visibility of research outputs, expansion of scientific collaborations, and implementation of incentive mechanisms have created a strong foundation for the further growth of the University's research reputation.

The implemented initiatives facilitate the transition of **Jusup Balasagyn Kyrgyz National University** towards a modern research university model based on international quality standards, openness of the academic environment, and continuous improvement of competitiveness within the global higher education system.

12. ENHANCING THE EMPLOYER REPUTATION OF JUSUP BALASAGYN KYRGYZ NATIONAL UNIVERSITY

Within the framework of the Action Plan for **Jusup Balasagyn Kyrgyz National University** to advance its position in the **QS World University Rankings** for the **2025–2026** period, one of the most important strategic priorities was strengthening the University's reputation among employers, developing sustainable cooperation with representatives of the professional community, and establishing an effective system for training specialists who meet the requirements of the modern labour market.

The **Employer Reputation** indicator is one of the significant components of international university rankings, including the **QS World University Rankings**, as it reflects employers' level of confidence in the quality of graduates' education, their professional competencies, their ability to apply acquired knowledge in practice, and their readiness to meet the current needs of the economy.

In this regard, **Jusup Balasagyn Kyrgyz National University** considers cooperation with employers as one of the fundamental conditions for improving the quality of the educational process, enhancing graduate competitiveness, and building a sustainable positive image of the University as a leading institution for the preparation of highly demanded specialists.

During the reporting period, activities in this area were implemented within the framework of a comprehensive strategy aimed at developing partnerships between the University and government institutions, the business sector, industrial enterprises, research organizations, professional associations, and sectoral experts.

The main objective of the implemented initiatives was to establish a modern interaction model of "**University – Employer – Graduate**", ensuring:

- alignment of educational programmes with the actual needs of the labour market;
- strengthening the practical orientation of specialist training;
- development of internship and industrial placement systems;
- introduction of elements of dual education;

- expansion of graduate employment opportunities;
- increasing employers' confidence in the quality of education provided by KNU;
- strengthening the University's reputational potential within the international higher education environment.

12.1. FORMATION OF A SYSTEMIC MODEL OF INTERACTION WITH EMPLOYERS

During the reporting period, the Kyrgyz National University named after Jusup Balasagyn continued its efforts to develop a sustainable institutional system of interaction with employers, covering all stages of the educational process — from the development of educational programs to the professional support and career guidance of graduates.

The coordination of this area was carried out by the Department of Internship, the Career, Employment and Professional Orientation Center, in cooperation with heads of institutes, deans of faculties, heads of departments, educational program coordinators, and structural units responsible for ensuring the quality of specialist training.

Particular attention was paid to expanding the university's partnership network and establishing mechanisms for continuous interaction with representatives of various sectors of the economy.

Within the framework of this work, the following activities were carried out:

- round tables with the participation of employers;
- expert discussions of educational programs;
- sectoral conferences;
- professional seminars;
- meetings with representatives of business communities and government institutions;
- employer surveys;
- analysis of labor market requirements;
- discussions on the competencies of future specialists.

This feedback system ensured the regular updating of educational program content, taking into account modern professional standards, technological transformations, and prospects for the development of economic sectors.

12.2. DEVELOPMENT OF PRACTICE-ORIENTED EDUCATION AND IMPROVEMENT OF GRADUATE TRAINING QUALITY

One of the priority areas for strengthening the university's reputation among employers was the enhancement of the practical component of the educational process.

During the reporting period, the university consistently developed mechanisms of cooperation with partner organizations aimed at expanding opportunities for students' practical training.

Special attention was given to:

- improving the system of industrial and pre-graduation internships;

- developing long-term agreements with enterprises and organizations;
- involving experienced practitioners in teaching activities;
- organizing professional internships and placements;
- introducing elements of dual education;
- creating conditions for early professional adaptation of students.

The practice-oriented training model contributed to increasing the level of graduates' readiness for professional activities and strengthening employers' confidence in the educational programs of the Kyrgyz National University named after Jusup Balasagyn.

A significant event of the reporting period was the round table organized on May 28, 2026, by the Career, Employment and Professional Orientation Center of KNU on the topic: **"Modern Mechanisms of Interaction between Higher Education Institutions and Employers: Dual Education, Practical Training and Career Trajectories of Graduates."**

The event brought together representatives of government bodies, business organizations, educational institutions, professional communities, and the university administration.

During the discussions, the following topical issues were considered:

- improvement of mechanisms for cooperation between the university and employers;
- development of dual education;
- organization of industrial internships;
- expansion of the internship system;
- formation of individual career trajectories for students;
- increasing the alignment of educational programs with labor market requirements.

The participants emphasized the need for further strengthening cooperation between the university and employers as one of the key conditions for improving the quality of professional training.

Following the results of the round table, a resolution was adopted, which included the following measures:

- expansion of cooperation with employers;
- development of practice-oriented educational models;
- improvement of graduate employment mechanisms;
- strengthening the system of professional support and career development for students.

12.3. STRENGTHENING ENGAGEMENT WITH GRADUATES AS A FACTOR IN ENHANCING THE UNIVERSITY'S REPUTATION

One of the important directions for enhancing the reputation of **Jusup Balasagyn Kyrgyz National University** among employers was the development of an effective system of interaction with the University's graduates.

During the reporting period, the **Alumni Association of Jusup Balasagyn Kyrgyz National University** was established, becoming an important platform for:

- maintaining professional connections between the University and its graduates;

- engaging successful professionals in the development of the University;
- exchanging professional experience and expertise;
- supporting the career development of young specialists;
- establishing new partnership networks.

Graduates of the University holding senior positions in government institutions, business organizations, research institutions, and international organizations have become an important resource for increasing the visibility, recognition, and reputation of KNU.

The development of the Alumni community also contributes to strengthening the connection between the educational process and the actual needs of the labour market.

12.4. INTERACTION WITH EMPLOYERS AT THE LEVEL OF FACULTIES AND INSTITUTES

A significant contribution to enhancing the University's reputation has been made by the structural divisions of KNU, which implement specialized initiatives aimed at strengthening cooperation with employers.

Kyrgyz-European Faculty

The Faculty organized a round table entitled:

"The Kyrgyz-European Faculty through the Eyes of Graduates and Employers."

The main areas of discussion included:

- assessment of the quality of specialist training;
- analysis of graduate employability and labour market demand;
- improvement of educational programmes;
- development of students' professional competencies.

The event provided an opportunity to obtain an objective expert assessment of the Faculty's activities and identify areas for further improvement in specialist training.

International Conference "Future Professions: What Should Generation Z Prepare For?"

An important contribution to strengthening dialogue between the University and employers was the international scientific and practical conference:

"Future Professions: What Should Generation Z Prepare For?"

The event brought together representatives of:

- the academic and research community;
- educational institutions;
- employers;
- business representatives.

The conference addressed the following key issues:

- transformation of the labour market;
- the impact of digitalization on future professions;

- emerging requirements for professional competencies;
- the need to update and modernize educational programmes.

The conference served as a platform for developing strategic approaches to the preparation of a new generation of specialists.

12.5. DEVELOPMENT OF INDUSTRY PARTNERSHIPS AND PROFESSIONAL EXPERTISE IN THE EVALUATION OF EDUCATIONAL PROGRAMMES

Particular attention was devoted to engaging representatives of various economic sectors in assessing the quality of specialist training.

Faculty of Chemistry and Chemical Technologies

The Faculty organized a series of specialized round tables with the participation of representatives of relevant professional organizations of the Kyrgyz Republic.

The main topics of discussion included:

- the quality of testing laboratories;
- modern methods of mineral analysis;
- forensic chemical expertise;
- research on chemical precursors;
- analysis of narcotic drugs and psychotropic substances.

The organization of these events enabled the integration of professional expertise and practical experience of industry specialists into the educational process, thereby strengthening the practical orientation of student training.

Professor A.A. Asanov Institute of Management and Business

The Institute organized a round table entitled:

"Trends in the Development of Logistics, Transport, and Customs Control in the Kyrgyz Republic."

The event was attended by representatives of leading companies in the logistics sector.

Following the meeting, cooperation agreements and memoranda of understanding were signed with the following organizations:

- Caravan Logistics;
- ATLSU;
- Asia Logistics Trade;
- OJSC "Kyrgyz Pochtasy";
- MANAS LOGIS;
- other enterprises operating in the transport and logistics sector.

These agreements created new opportunities for:

- organizing student internships and practical training;
- preparing qualified specialists for the industry;
- involving employers in the development and improvement of educational programmes;
- increasing graduate employability and labour market relevance.

12.6. THE CONTRIBUTION OF EMPLOYER ENGAGEMENT TO IMPROVING PERFORMANCE INDICATORS IN THE QS WORLD UNIVERSITY RANKINGS

The implementation of a comprehensive set of measures aimed at developing partnerships with employers directly contributes to improving the **Employer Reputation** indicator, which represents one of the key criteria for evaluating universities in the **QS World University Rankings**.

The activities carried out have enabled the University to:

- expand its network of institutional and professional partners;
- increase the recognition of KNU among the professional community;
- strengthen employers' confidence in the quality of graduate training;
- enhance the practical orientation of education;
- establish closer links between the University and the national economy.

Systematic cooperation with employers contributes to the formation of a sustainable positive image of **Jusup Balasagyn Kyrgyz National University** as an institution capable of preparing highly qualified specialists who meet the requirements of the modern labour market.

FINAL OUTCOMES OF THE IMPLEMENTATION OF INITIATIVES TO ENHANCE THE UNIVERSITY'S REPUTATION AMONG EMPLOYERS

Thus, within the framework of preparing **Jusup Balasagyn Kyrgyz National University** for participation in the **QS World University Rankings** for the 2025–2026 period, a comprehensive system of cooperation with employers was established, based on the principles of partnership, transparency, and mutual responsibility.

The implemented initiatives ensured:

- improvement of the quality of educational programmes;
- strengthening of students' practical training;
- expansion of the network of social and professional partners;
- development of graduate employment support mechanisms;
- strengthening of cooperation with the professional community;
- increasing employers' trust in the University.

The ongoing work represents an important factor in enhancing the international competitiveness of **Jusup Balasagyn Kyrgyz National University** and contributes to strengthening its reputation as a leading national university focused on educating a new generation of specialists who are highly demanded in both national and international labour markets.

13. IMPROVEMENT OF THE DUAL EDUCATION SYSTEM AND EXPANSION OF PRACTICAL TRAINING AS A FACTOR IN ENHANCING THE REPUTATION OF KYRGYZ NATIONAL UNIVERSITY NAMED AFTER ZHUSUP BALASAGYN AMONG EMPLOYERS

Within the framework of the Action Plan for the inclusion of Kyrgyz National University named after Zhusup Balasagyn in the QS World University Rankings for 2025–2026, one of the priority areas for the development of educational activities has become the improvement of the dual education system, expansion of students' practical training, and strengthening cooperation between the university and representatives of the real sector of the economy.

The development of a practice-oriented model of personnel training is considered by the university as one of the key instruments for improving the quality of education, strengthening employers' confidence, and forming a positive reputation of Kyrgyz National University named after Zhusup Balasagyn within the professional community.

Under the conditions of modern labor market transformations, employers are placing increasingly higher demands on graduates of higher education institutions, expecting not only strong fundamental theoretical knowledge but also the ability to apply this knowledge in real production environments, mastery of modern technologies, teamwork skills, project management abilities, and the capacity to solve practical problems.

In this regard, the university consistently implements a strategy of transition from the traditional model of specialist training to a competency-based education model founded on close integration of:

- the educational process;
- scientific and research activities;
- industrial and professional internships;
- professional training;
- employers' requirements.

This approach corresponds to current international trends in the development of higher education and contributes to improving the university's performance indicators in international rankings, including the Employer Reputation indicator of the QS World University Rankings, which reflects employers' assessment of the quality of graduate preparation.

13.1. DEVELOPMENT OF THE DUAL EDUCATION SYSTEM WITHIN THE FRAMEWORK OF THE "LOGISTICS" EDUCATIONAL PROGRAM

One of the most successful examples of implementing a practice-oriented training model is the development of the dual education system within the framework of the "Logistics" educational program.

The university is consistently developing a learning model in which students' theoretical preparation within the academic environment is combined with the acquisition of professional skills directly at enterprises and partner organizations.

This form of training enables students to:

- study real business processes;
- participate in solving production-related tasks;
- apply modern methods of logistics flow management;
- gain experience working with professional information systems;

- develop analytical, planning, and managerial decision-making skills;
- form professional competencies during the period of study.

Within the framework of the “Logistics” educational program, the university has significantly expanded its network of partner organizations involved in providing practical training for students.

Long-term cooperation agreements have been concluded with transport and logistics companies, trade enterprises, government organizations, and municipal institutions, including:

- LLC “Star Logistics”;
- the logistics company “Adress Post”;
- LLC “Ak-Ilbirs Logistic Company”;
- “Movi Studio” company;
- LLC “SATAMKEY JI”;
- LLC “Alliance Trade Company”;
- the Mayor’s Office of Kara-Balta city;
- other organizations operating in the transport, logistics, and economic sectors.

Cooperation with these organizations has made it possible to create real conditions for students’ professional development and ensure their involvement in practical industry activities.

Students have gained opportunities to undertake professional internships, participate in industry-related projects, become familiar with modern technologies for organizing transportation processes, warehouse logistics, supply chain management, and digitalization of logistics operations.

The implementation of this model contributes to improving the quality of graduate training and developing competencies that are highly demanded by the modern labor market.

13.2. EXPANSION OF THE CONTRACTUAL FRAMEWORK WITH EMPLOYERS AND DEVELOPMENT OF THE SOCIAL PARTNERSHIP SYSTEM

One of the most significant results of the reporting period was the substantial expansion of the network of partner organizations of Kyrgyz National University named after Zhusup Balasagyn.

The work on developing cooperation with employers was carried out comprehensively across all institutional divisions of the university and was aimed at establishing a sustainable system of professional partnerships.

The main areas of cooperation included:

- organization of industrial and pre-graduation internships for students;
- implementation of professional internships and traineeships;
- participation of employers in improving educational programs;
- involvement of industry practitioners in the educational process;
- organization of joint scientific and practical events;
- implementation of career development activities;

- assistance in graduate employment.

The expansion of the contractual framework enabled the university to improve the quality of students' practical training and ensure closer alignment of educational programs with the requirements of employers.

The participation of representatives of the professional community in assessing the quality of specialist training was of particular importance. Employers became not only consumers of educational services but also active participants in the process of shaping educational content.

13.3. IMPROVEMENT OF GRADUATE EMPLOYMENT RATES AS AN INDICATOR OF THE EFFECTIVENESS OF COOPERATION WITH EMPLOYERS

One of the key indicators of the effectiveness of the university's efforts is the graduate employment rate.

Within the framework of implementing the action plan aimed at enhancing the reputation of Kyrgyz National University among employers, a target indicator was established for graduate employment under concluded agreements at a level of at least 78%.

At the end of the reporting period, this indicator reached 94%, significantly exceeding the planned target.

The high level of graduate employment is the result of comprehensive university efforts, including:

- development of partnerships with employer organizations;
- improvement of educational programs;
- implementation of practice-oriented teaching methods;
- expansion of opportunities for professional internships;
- development of a career support system for students;
- improvement of the quality of professional training.

This indicator demonstrates the high demand for graduates of Kyrgyz National University named after Zhusup Balasagyn and serves as an important factor in forming a positive reputation of the university among employers.

13.4. DEVELOPMENT OF INDUSTRY PARTNERSHIPS OF THE FACULTY OF CHEMISTRY AND CHEMICAL TECHNOLOGIES

The Faculty of Chemistry and Chemical Technologies made a significant contribution to the development of the university's system of cooperation with employers.

During the reporting period, the Faculty carried out extensive work to expand cooperation with leading research organizations, government institutions, and enterprises in the chemical, pharmaceutical, and environmental sectors.

Cooperation agreements were concluded with:

- M.Kh. Dulaty National Research University (Taraz);
- the Institute of Chemistry and Phytotechnology of the National Academy of Sciences of the Kyrgyz Republic;

- the Forensic Expert Service under the Ministry of Justice of the Kyrgyz Republic;
- the Department of Medicines and Medical Devices under the Ministry of Health of the Kyrgyz Republic;
- leading domestic enterprises in the chemical, pharmaceutical, and environmental sectors.

These agreements provided new opportunities for:

- practical training of students;
- organization of professional internships;
- involvement of industry specialists in the educational process;
- development of joint scientific research;
- improvement of the quality of training of specialists in the field of chemistry.

Cooperation with industry organizations has ensured the relevance of educational programs and enhanced the alignment of graduate training with modern requirements of the professional environment.

13.5. THE IMPACT OF DUAL EDUCATION DEVELOPMENT ON THE ACHIEVEMENT OF QS WORLD UNIVERSITY RANKINGS INDICATORS

The improvement of the dual education system and the expansion of students' practical training are important components of the strategy aimed at enhancing the international competitiveness of Kyrgyz National University named after Jusup Balasagyn.

This area directly contributes to:

- increasing the university's reputation among employers;
- strengthening the trust of the professional community;
- enhancing the employability and demand for graduates;
- developing partnership relations with industry;
- improving the quality of educational programs.

Effective cooperation with employers enables the university to build a sustainable reputation as an educational institution capable of preparing specialists who meet the requirements of the modern economy.

RESULTS OF THE IMPLEMENTATION OF ACTIVITIES

Thus, within the framework of preparing Kyrgyz National University named after Jusup Balasagyn for inclusion in the QS World University Rankings for 2025–2026, extensive work was carried out to develop dual education, expand students' practical training opportunities, and strengthen partnerships with employers.

The established cooperation system “university – employer – student” made it possible to:

- enhance the practical orientation of education;
- ensure that specialist training corresponds to labour market requirements;
- expand the network of social partners;
- increase the graduate employment rate to 94%;
- strengthen the university's reputation among employers;

- create conditions for further improvement of KNU's international competitiveness indicators.

The implemented measures represent a significant contribution to shaping the modern image of Kyrgyz National University named after Jusup Balasagyn as a leading national university focused on training highly demanded specialists, developing strong partnerships with industry, and successfully integrating into the international educational environment.

14. EXPANSION OF THE NETWORK OF PARTNER ENTERPRISES AND STRENGTHENING COOPERATION WITH EMPLOYERS AS A FACTOR IN ENHANCING THE REPUTATION OF KYRGYZ NATIONAL UNIVERSITY NAMED AFTER JUSUP BALASAGYN IN THE QS WORLD UNIVERSITY RANKINGS

Within the framework of implementing the Action Plan for the inclusion of Kyrgyz National University named after Jusup Balasagyn in the QS World University Rankings for 2025–2026, one of the key priorities has been the consistent expansion of the network of partner enterprises, the development of sustainable mechanisms of cooperation with employers, and the formation of a modern specialist training system focused on the actual needs of the labour market.

The development of partnerships with employer organizations represents one of the most important instruments for improving the Employer Reputation indicator, which occupies a significant position in the evaluation system of international university rankings.

In this regard, Kyrgyz National University named after Jusup Balasagyn considers cooperation with employers not only as a mechanism for organizing student internships and practical training, but also as a strategic direction for improving the quality of education, enhancing educational programs, developing graduates' professional competencies, and strengthening the university's international academic reputation.

During the reporting period, the university continued systematic efforts to develop an extensive partnership network uniting enterprises from various sectors of the economy, government institutions, international organizations, research centers, professional associations, and representatives of the business community.

The main objective of this area was to establish a sustainable cooperation model "university – employer – student", ensuring:

- alignment of educational program content with modern labour market requirements;
- improvement of the quality of students' practical training;
- development of the system of professional internships and industrial placements;
- involvement of employers in the educational process;
- improvement of graduate employment rates;
- formation of a positive image of the university among the professional community.

Within this framework, partnership relations with specialized organizations were developed for each educational program of the university.

For the majority of academic fields, more than five long-term cooperation agreements were concluded with enterprises and institutions of relevant profiles, which enabled the establishment of a sustainable system of practical training bases for students, provided learners with access to modern production facilities, and created a mechanism for developing a talent pool for partner organizations.

The concluded agreements cover a wide range of cooperation areas, including:

- organization of all types of academic, industrial, and pre-graduation internships;
- implementation of joint scientific and practical activities;
- participation of enterprise specialists in the educational process;
- organization of professional consultations and master classes;
- development and expert evaluation of educational programs;
- completion of graduation qualification works on relevant industrial topics;
- assistance in graduate employment.

Such a cooperation system contributes to the development of students' professional knowledge as well as practical skills required for successful adaptation in the professional environment.

During the reporting period, particular attention was paid to the development of the partnership network of the Faculty of Chemistry and Chemical Technologies, which has established an extensive system of cooperation with educational institutions, scientific organizations, and enterprises in the chemical, pharmaceutical, environmental, and industrial sectors.

The faculty's partners include secondary schools, gymnasiums, colleges, research institutes, laboratories, and specialized enterprises.

This area of cooperation has enabled the creation of a continuous personnel training system — from career guidance for school students to the preparation of highly qualified specialists.

Due to the expansion of the partnership network, students of the faculty have gained opportunities to:

- undergo practical training at modern industrial facilities;
- participate in research projects;
- work with advanced laboratory equipment;
- acquire experience in solving real production-related tasks;
- develop professional competencies in accordance with industry requirements.

The development of international cooperation in personnel training and interaction with foreign employers is of particular importance for strengthening the university's international competitiveness.

One successful example is the activity of the Kyrgyz-Japanese Institute, which actively develops cooperation with leading Japanese organizations aimed at training specialists capable of working in the conditions of the global economy.

Within the framework of international partnerships, agreements have been concluded with Japanese organizations, including:

- Nippon Travel Agency Co., Ltd.;
- International Manpower Development Organization Japan;
- Iwatani Gakuen Educational Corporation;
- IB Staff;
- Next Life Co., Ltd.

These agreements provide for the implementation of a comprehensive set of measures aimed at improving the quality of student training, including:

- organization of academic mobility programs;
- implementation of industrial internships and professional placements;
- exchange of experience between academic staff and specialists;
- study of international models of professional training;
- promotion of graduate employment opportunities in the Kyrgyz Republic and abroad.

The development of such international partnerships serves as an important factor in strengthening KNU's reputation among foreign organizations and contributes to increasing the university's recognition within the global educational environment.

A significant contribution to expanding cooperation with professional organizations was made by the Institute of Social and Humanitarian Sciences.

Within the framework of improving the training of specialists and highly qualified research personnel, the institute significantly expanded cooperation with government and scientific institutions, including:

- National Agency for Religious Affairs and Interethnic Relations under the President of the Kyrgyz Republic;
- Institute of Philosophy of the National Academy of Sciences of the Kyrgyz Republic;
- Forensic Expert Service of the Ministry of Justice of the Kyrgyz Republic;
- Center for the Study of Religious Situation and Interethnic Relations.

Cooperation with these organizations has contributed to increasing the practical orientation of PhD doctoral training, expanding opportunities for scientific research, and ensuring that educational programs correspond to modern requirements in the development of social and humanitarian sciences.

14.1. EMPLOYER PARTICIPATION IN THE IMPROVEMENT OF EDUCATIONAL PROGRAMS

One of the most significant areas for enhancing the quality of specialist training has been the active involvement of employers in the processes of development, evaluation, and modernization of educational programs at Kyrgyz National University named after Jusup Balasagyn.

In accordance with the principles of modern higher education, the university considers employers as strategic partners capable of providing an objective

assessment of the extent to which specialist training corresponds to the requirements of the professional environment.

Representatives of enterprises, government institutions, scientific organizations, and professional associations participate in:

- development of educational standards;
- formation of curricula;
- expert evaluation of course syllabi;
- updating the content of educational programs;
- development of internship and practical training programs;
- preparation of educational and methodological complexes;
- participation in state attestation commissions;
- involvement in commissions for the defense of graduation qualification

works.

The involvement of employers in these processes ensures the practical orientation of education and enhances the alignment of graduates' competencies with the requirements of modern economic sectors.

An important area of cooperation is the regular participation of practicing specialists in the educational process. Representatives of partner organizations conduct for students:

- guest lectures;
- professional seminars;
- master classes;
- training sessions;
- consultations on current issues of professional activity.

This format of cooperation enables students to acquire knowledge directly from specialists working in the real sector of the economy, understand current industry development trends, and develop a professional worldview.

One illustrative example of effective cooperation with employers is the improvement of the educational program in the field of "Medical and Pharmaceutical Chemistry".

Based on the recommendation of the Head of the Quality Control Department of LLC "Biovit", a new discipline entitled "Computational Methods in Medicinal Chemistry" was introduced into the curriculum.

The introduction of this discipline resulted from an analysis of industry needs and enabled the educational program to be supplemented with modern competencies in demand in the fields of pharmaceutical research, drug development, and product quality control.

This practice demonstrates the university's ability to respond promptly to changes in the professional environment and ensure the training of specialists who meet employers' requirements.

The participation of leading scientists and representatives of the academic community in the evaluation of PhD doctoral training programs at the Institute of Social and Humanitarian Sciences is of particular importance.

Representatives of the National Academy of Sciences of the Kyrgyz Republic were involved in the expert evaluation process, which made it possible to:

- improve the scientific level of educational programs;
- ensure that researcher training corresponds to current trends in scientific development;
- strengthen the connection between university research and the academic community;
- expand opportunities for scientific cooperation.

An important direction in improving personnel training has been the development of programs of the Institute for Retraining and Advanced Training of Personnel.

When developing new educational standards, the institute took into account recommendations from employers, representatives of the professional community, and international partners.

As a result, modern training areas were introduced related to:

- digitalization of education;
- development of personal potential;
- digital economy;
- green economy;
- modern management technologies.

These areas reflect current global economic development trends and correspond to the requirements of modern employers.

14.2. THE IMPORTANCE OF EXPANDING THE PARTNERSHIP NETWORK FOR ACHIEVING QS WORLD UNIVERSITY RANKINGS INDICATORS

The expansion of the network of partner enterprises and the active involvement of employers in educational activities are important elements of the strategy of Kyrgyz National University named after Jusup Balasagyn aimed at improving its position in the QS World University Rankings.

The implemented measures contribute to the improvement of such university assessment areas as:

- employer reputation;
- quality of graduate training;
- international competitiveness of educational programs;
- alignment of education with the needs of the economy;
- development of students' professional competencies.

The established partnership system enables the university to strengthen its position as a leading national center for personnel training, capable of providing the labour market with specialists of a new generation.

Thus, during the reporting period, Kyrgyz National University named after Jusup Balasagyn carried out significant work aimed at expanding the network of partner enterprises, developing practice-oriented education, and strengthening the role of employers in the educational process.

The created system of cooperation with the professional community has become an important factor in improving the quality of education, increasing employers' trust, enhancing graduate employability, and strengthening the university's international reputation within the framework of KNU's strategy for entering the QS World University Rankings for 2025–2026.

14.3. DEVELOPMENT OF THE UNIVERSITY ENTREPRENEURIAL ECOSYSTEM AS A FACTOR IN ENHANCING INNOVATION ACTIVITY AND STRENGTHENING THE REPUTATION OF KYRGYZ NATIONAL UNIVERSITY NAMED AFTER JUSUP BALASAGYN

Within the framework of implementing the Action Plan for the inclusion of Kyrgyz National University named after Jusup Balasagyn in the QS World University Rankings for 2025–2026, one of the priority areas of strategic development has been the formation of a modern university entrepreneurial ecosystem focused on developing the innovative potential of students and academic staff, supporting technological and social startup projects, commercializing scientific developments, and strengthening cooperation between the university and business representatives.

The development of an entrepreneurial environment at the university is considered a key element in transforming Kyrgyz National University named after Jusup Balasagyn into a modern research university capable not only of providing highly qualified personnel training but also of serving as a center for generating new knowledge, innovative solutions, and entrepreneurial initiatives.

Under the conditions of the emerging global knowledge economy, leading universities worldwide consider entrepreneurship, innovation, and technology transfer as essential indicators of competitiveness and international recognition.

In this regard, Kyrgyz National University named after Jusup Balasagyn is consistently developing mechanisms to support student initiatives, create startup projects, attract investments, and implement the results of scientific research into practical activities.

The implementation of this strategic direction directly contributes to strengthening the university's position in the international educational space, increasing its attractiveness for employers, developing cooperation with the business community, and forming a positive reputation of KNU among representatives of the professional environment.

During the reporting period, the university carried out significant work aimed at creating a comprehensive entrepreneurial infrastructure, including:

- development of innovation laboratories and research platforms;
- support for student entrepreneurship;
- implementation of acceleration programs;
- development of project-based activities;
- creation of conditions for the commercialization of scientific developments;
- establishment of partnerships with business organizations;
- development of students' entrepreneurial competencies.

Particular attention was paid to developing students' skills in innovative thinking, project management, financial planning, marketing, intellectual property management, and the implementation of entrepreneurial projects.

Development of Innovation Infrastructure and Support for Scientific and Entrepreneurial Initiatives

One of the important directions in developing the university's entrepreneurial ecosystem was the creation of conditions for conducting applied research and developing innovative products.

At the Kyrgyz-Japanese Institute, a modern Food Technology Laboratory was established, becoming an important element of the university's innovation infrastructure.

The main areas of the laboratory's activities include:

- conducting scientific research in the field of food technologies;
- development of new types of products;
- study of modern methods of food processing and storage;
- implementation of experimental research;
- preparation of projects with potential for industrial implementation.

The establishment of this laboratory enabled the integration of the educational, scientific, and entrepreneurial components of the university's activities, ensuring opportunities for the practical application of research results.

The laboratory has become a platform for implementing student and research initiatives, developing project-oriented culture, and forming students' practical skills in working with innovative solutions.

One successful example of the integration of science and entrepreneurship is the student startup project entitled: "Greenhouse Farming for Vegetable Crop Cultivation".

The project successfully passed the first stage of the university startup competition and demonstrated high potential for practical application of scientific knowledge.

This project represents an example of effective interaction between education, science, and entrepreneurship, as it enables students to:

- apply acquired knowledge in practice;
- develop entrepreneurial competencies;
- study business project management mechanisms;
- develop innovation-oriented skills;
- understand the processes of idea commercialization.

Supporting such initiatives contributes to the formation of an entrepreneurial culture within the university and creates conditions for the emergence of new generations of young entrepreneurs and innovative leaders.

14.4. IMPLEMENTATION OF THE "VENTURE QUEST" ACCELERATION PROGRAM

An important element in the development of the university's entrepreneurial ecosystem was the implementation of the educational program:

“Venture Quest”.

The program is aimed at developing students' entrepreneurial competencies, training young developers, and forming skills for the creation and promotion of innovative projects.

Within the framework of the program, the following activities were implemented:

- lecture courses;
- practical master classes;
- consulting sessions;
- meetings with entrepreneurs;
- expert discussions;
- mentoring support for projects;
- competition events.

Particular attention was focused on developing the following skills:

- generation of business ideas;
- market analysis;
- development of business models;
- project management;
- investment attraction;
- presentation of innovative solutions to potential partners.

The culmination of the program was the university innovation festival: “KNU INNOFEST – 2025”.

The festival brought together:

- young developers;
- students and postgraduate researchers;
- business representatives;
- potential investors;
- experts in the field of innovation;
- representatives of the academic community.

The event became an important platform for presenting promising projects, exchanging experience, and establishing new partnership relations.

The implementation of the acceleration program and innovation festival made it possible to:

- increase students' entrepreneurial activity;
- identify promising startup projects;
- establish a mechanism for supporting innovative initiatives;
- expand opportunities for attracting investments;
- strengthen cooperation between the university and the business community.

This activity represents an important factor in enhancing the university's reputation among employers and the entrepreneurial community, as it demonstrates KNU's ability to train specialists who possess not only professional knowledge but also skills in innovation-driven development.

14.5. CREATION OF CONDITIONS FOR PROJECT ACTIVITIES AND THE DEVELOPMENT OF A STARTUP CULTURE

An important element of the university's entrepreneurial infrastructure has been the operation of a specialized coworking space designed for the implementation of student projects, startup development, and teamwork.

The created space is equipped with modern computer workstations and is intended for:

- development of innovative projects;
- conducting project sessions;
- teamwork among students;
- preparation of competition applications;
- implementation of entrepreneurial initiatives;
- organization of educational events.

The availability of such infrastructure contributes to the formation of an open innovation environment in which students have the opportunity to transform their ideas into real projects.

The coworking space has become a platform for interaction among students from various fields of study, contributing to the development of interdisciplinary projects and the creation of comprehensive innovative solutions.

14.6. ESTABLISHMENT OF THE EMPLOYERS' COUNCIL AS A MECHANISM FOR STRATEGIC COOPERATION

One of the important directions in developing the university's partnership with the professional community has been the establishment of the Employers' Council.

The creation of this body serves as an important instrument for improving the quality of education and ensuring continuous interaction between the university and representatives of the labour market.

The Employers' Council brings together:

- heads of enterprises;
- representatives of government authorities;
- specialists from the industrial sector;
- representatives of scientific organizations;
- experts in various professional fields.

The main objectives of the Employers' Council are:

- conducting expert evaluation of the quality of specialist training;
- participation in the improvement of educational programs;
- identification of current labour market requirements;
- development of practice-oriented education;
- strengthening cooperation between the university and employers;
- promoting graduate employment.

The activities of the Employers' Council of the Faculty of Chemistry and Chemical Technologies are of particular importance.

Its membership includes heads and representatives of:

- chemical industry enterprises;
- research institutes;
- expert organizations;

- forensic expert services;
- the National Academy of Sciences of the Kyrgyz Republic;
- Kyrgyz State Medical Academy;
- specialized institutions and organizations.

The participation of industry representatives in the work of the Council ensures continuous feedback between the university and the professional environment, enables timely adjustment of educational program content, and contributes to improving the quality of specialist training.

14.7. THE IMPORTANCE OF THE ENTREPRENEURIAL ECOSYSTEM FOR IMPROVING QS WORLD UNIVERSITY RANKINGS INDICATORS

The development of the entrepreneurial ecosystem at Kyrgyz National University named after Jusup Balasagyn is an important element of the comprehensive strategy aimed at enhancing the university's international competitiveness.

The implemented activities influence the following areas of international ranking assessment:

- improvement of the university's reputation among employers;
- development of innovation activity;
- strengthening the connection between education and the economy;
- increasing graduate employability and demand;
- development of research activities;
- commercialization of scientific results.

The formation of an entrepreneurial environment enables the university to move from a traditional model of personnel training to an innovative university model, where students have the opportunity not only to acquire professional knowledge but also to create new products, technologies, and business solutions.

RESULTS OF THE IMPLEMENTATION OF ACTIVITIES FOR THE DEVELOPMENT OF THE ENTREPRENEURIAL ECOSYSTEM

Thus, within the framework of implementing the Action Plan for the inclusion of Kyrgyz National University named after Jusup Balasagyn in the QS World University Rankings for 2025–2026, a modern entrepreneurial ecosystem was established, ensuring the development of the university's innovation potential.

The implemented activities made it possible to:

- create conditions for the development of student entrepreneurship;
- expand opportunities for the commercialization of scientific developments;
- strengthen cooperation with the business sector;
- develop innovation infrastructure;
- enhance students' entrepreneurial competencies;
- support promising startup projects;
- establish sustainable mechanisms of interaction with employers.

The consistent development of the entrepreneurial ecosystem strengthens the position of Kyrgyz National University named after Jusup Balasagyn as a modern research university focused on innovation, international standards of educational

quality, and the training of a new generation of specialists capable of effectively operating in the conditions of the digital and innovation-driven economy.

15. DEVELOPMENT OF THE INTERNATIONAL RESEARCH NETWORK AND INCREASE OF EDUCATIONAL SERVICE EXPORT AT KYRGYZ NATIONAL UNIVERSITY NAMED AFTER JUSUP BALASAGYN

Within the framework of implementing the Action Plan for the inclusion of Kyrgyz National University named after Jusup Balasagyn in the QS World University Rankings for 2025–2026, one of the key strategic development directions of the university has been the expansion of international research cooperation, strengthening global academic integration, and the consistent development of educational service exports.

In the modern context of the globalization of higher education, the international openness of a university, the level of its integration into global scientific and educational processes, the ability to attract international students, and the development of international research partnerships are among the most important indicators of competitiveness and academic reputation of universities.

Kyrgyz National University named after Jusup Balasagyn considers internationalization as one of the fundamental elements of the development strategy of a modern research university. This direction represents an important factor in improving KNU's position in international rankings, including the QS World University Rankings, where significant attention is paid to indicators of international recognition, academic reputation, international mobility, research cooperation, and the university's ability to operate within the global educational environment.

The implementation of activities during the reporting period was aimed at creating an open international educational and scientific ecosystem ensuring:

- expansion of the university's international research network;
- development of joint scientific projects with foreign partners;
- increase in the number of international publications and collaborative research projects;
- enhancement of academic mobility of students, faculty members, and researchers;
- attraction of international students;
- development of educational service exports;
- strengthening of KNU's international image and recognition.

The work carried out was implemented in accordance with the Development Strategy of Kyrgyz National University named after Jusup Balasagyn, aimed at transforming the university into a modern internationally oriented research center integrated into the global educational and scientific space.

Coordination of this area was carried out by the First Vice-Rector — Vice-Rector for Academic Affairs, the Academic Affairs Department, the Department of Academic Mobility and Educational Service Export, the International Department, as well as heads of institutes, faculties, and educational programs.

The systematic nature of the implemented activities enabled the university to expand its international presence, increase the attractiveness of KNU's educational programs for foreign citizens, strengthen cooperation with foreign universities, and create conditions for further advancement of the university in international rankings.

15.1. DEVELOPMENT OF THE INTERNATIONAL RESEARCH NETWORK AND EXPANSION OF SCIENTIFIC COOPERATION

One of the priority areas of the university's international activities has been the development of a sustainable network of scientific cooperation with foreign universities, research centers, and international organizations.

During the reporting period, Kyrgyz National University named after Jusup Balasagyn continued its efforts to expand international partnerships aimed at implementing joint scientific research, exchanging research experience, developing academic mobility of scholars, and training highly qualified specialists.

Particular attention was paid to the formation of long-term strategic partnerships involving:

- implementation of joint scientific research;
- preparation of international grant applications;
- publication of joint scientific works in international academic journals;
- organization of international conferences and scientific events;
- exchange of academic staff and researchers;
- development of joint educational initiatives.

The development of an international research network contributes to improving the quality of the university's scientific activities, expanding the geographical scope of research contacts, and increasing the presence of KNU research results in the global academic community.

The development of international scientific collaborations is of particular importance, as joint research projects with foreign scholars represent one of the key factors in increasing the citation impact of scientific publications, strengthening the university's academic reputation, and improving its performance indicators in international rankings.

Within this framework, the university is consistently expanding cooperation with foreign partners from Europe, Asia, the Commonwealth of Independent States (CIS), and other regions of the world.

International partnerships create new opportunities for:

- participation of KNU researchers in global research projects;
- integration of international experience into the educational process;
- implementation of modern scientific methodologies;
- professional development of academic and teaching staff;
- creation of joint master's and doctoral programs.

15.2. EXPANSION OF ACADEMIC MOBILITY AS AN INSTRUMENT OF INTERNATIONAL INTEGRATION

An important direction of the university's internationalization has been the further development of academic mobility for students, master's students, doctoral candidates, faculty members, and research staff.

The university considers academic mobility as an effective mechanism for improving the quality of education, developing students' intercultural competencies, and integrating KNU into the international educational space.

During the reporting period, the implementation of exchange programs, joint educational initiatives, and international projects continued, enabling students and academic staff to gain experience of studying and working at foreign universities.

The development of mobility contributed to:

- improvement of the quality of specialist training;
- implementation of international educational standards;
- exchange of modern teaching technologies;
- development of language and professional competencies;
- strengthening of partnership relations with foreign universities.

Particular attention was paid to creating conditions for increasing the number of international faculty members and invited foreign specialists, which represents an important factor in enhancing the university's international attractiveness.

The involvement of foreign experts allows the university to expand students' educational opportunities, introduce international teaching experience, and enhance KNU's academic reputation.

15.3. INCREASE IN THE NUMBER OF INTERNATIONAL STUDENTS AND DEVELOPMENT OF EDUCATIONAL SERVICE EXPORT

One of the key indicators of a university's international attractiveness is the number of foreign students enrolled in educational programs at various levels of study.

Within the framework of implementing measures aimed at increasing the international competitiveness of Kyrgyz National University named after Jusup Balasagyn, systematic work continued to develop educational service exports, expand the geographical reach of international student recruitment, and improve conditions for the education and adaptation of foreign students.

The main areas of this work included:

- promotion of the university's educational programs in the international market;
- development of cooperation with foreign educational organizations;
- participation in international educational events;
- cooperation with diplomatic missions;
- collaboration with international educational agencies;
- development of a multilingual information environment at the university.

Through the implementation of a comprehensive set of measures, the university ensured a sustainable increase in the number of international students.

By the end of the reporting period, 1,397 international students were enrolled at Kyrgyz National University named after Jusup Balasagyn.

This indicator serves as important evidence of the growing attractiveness of the university's educational programs among foreign citizens and demonstrates the strengthening of KNU's position as one of the largest educational centers in Central Asia.

The growth in the number of international students has a comprehensive positive impact on the development of the university:

- increases the level of international openness;
- contributes to the formation of a multicultural educational environment;
- strengthens academic diplomacy;
- expands international partnerships;
- increases the university's recognition beyond the borders of the Kyrgyz Republic.

15.4. IMPROVEMENT OF LEARNING CONDITIONS AND ADAPTATION OF INTERNATIONAL STUDENTS

An important direction in the development of educational service exports has been the improvement of admission procedures, learning conditions, and support mechanisms for international students.

The university pays special attention to creating a comfortable educational environment that ensures successful academic and social adaptation of foreign students.

Within this area, the following activities are being implemented:

- provision of information support for international students;
- academic consultation and guidance;
- adaptation to the educational system of Kyrgyzstan;
- development of intercultural interaction;
- support for the participation of international students in university life.

The formation of a favorable international environment contributes to increasing the satisfaction of international students, strengthening the university's reputation, and enhancing its attractiveness for prospective students from other countries.

15.5. INTERNATIONAL PROMOTION OF KNU EDUCATIONAL PROGRAMS

One of the important elements in the development of educational service exports has been increasing the international recognition of the university's educational programs.

During the reporting period, activities were carried out to promote educational opportunities at KNU through:

- international educational events;
- cooperation with foreign partners;
- information campaigns;
- presentations of educational programs;
- development of the university's international information environment.

Particular attention was paid to promoting programs that are in demand among international students, developing English-language educational components, and expanding opportunities for obtaining education in a multicultural environment.

15.6. CONTRIBUTION OF INTERNATIONAL ACTIVITIES TO IMPROVING KNU'S POSITION IN THE QS WORLD UNIVERSITY RANKINGS

The development of an international research network and the expansion of educational service exports are important elements of the strategy for enhancing the competitiveness of Kyrgyz National University named after Jusup Balasagyn.

The implemented activities have a direct impact on such international ranking indicators as:

- international reputation of the university;
- international academic mobility;
- proportion of international students;
- international scientific cooperation;
- quality of the educational environment;
- global recognition of the university.

The expansion of international presence enables KNU to strengthen its position among leading universities in the region and establish a sustainable image of a modern, open university integrated into the global system of education and science.

RESULTS OF THE IMPLEMENTATION OF ACTIVITIES

Thus, within the framework of implementing the Action Plan for the inclusion of Kyrgyz National University named after Jusup Balasagyn in the QS World University Rankings for 2025–2026, extensive work was carried out to develop an international research network, expand academic cooperation, and increase educational service exports.

The implemented activities made it possible to:

- expand the university's international partnerships;
- strengthen scientific cooperation with foreign organizations;
- increase the level of academic mobility;
- increase the number of international students to 1,397;
- develop an international educational environment;
- enhance the attractiveness of KNU educational programs;
- strengthen the university's international authority and recognition.

The consistent development of international activities contributes to the formation of Kyrgyz National University named after Jusup Balasagyn as a modern research university of international level, focused on educational quality, global cooperation, and successful integration into the global academic community.

16. ATTRACTING INTERNATIONAL FACULTY MEMBERS AND DEVELOPING INTERNATIONAL HUMAN RESOURCE POTENTIAL AS

A FACTOR IN ENHANCING THE COMPETITIVENESS OF KYRGYZ NATIONAL UNIVERSITY NAMED AFTER JUSUP BALASAGYN

Within the framework of implementing the Action Plan for the inclusion of Kyrgyz National University named after Jusup Balasagyn in the QS World University Rankings for 2025–2026, one of the priority areas of the university's strategic development has been the formation of international human resource potential, expansion of foreign faculty participation in the educational process, and creation of conditions for integrating KNU into the global academic environment.

Under modern conditions of global competition among universities, the quality of academic staff, the level of international openness, and the ability to attract foreign specialists are among the most important factors determining the academic reputation and international attractiveness of an educational institution.

Kyrgyz National University named after Jusup Balasagyn considers the development of international human resource potential as a key instrument for improving the quality of education, enhancing educational programs, introducing advanced teaching technologies, and developing graduate competencies that meet the requirements of the global labour market.

The attraction of international faculty members is directly linked to improving the university's performance indicators in international rankings, including the QS World University Rankings, where significant importance is attached to the international composition of academic staff, the level of internationalization of the educational environment, and the university's global academic recognition.

During the reporting period, activities in this area focused on:

- increasing the proportion of foreign specialists involved in the implementation of educational programs;
- developing international cooperation among academic staff;
- introducing international experience into the educational process;
- improving the quality of teaching disciplines;
- developing an English-language educational environment;
- strengthening international academic partnerships;
- increasing the competitiveness of the university's educational programs.

The implementation of these objectives was carried out through close cooperation between the First Vice-Rector — Vice-Rector for Academic Affairs, the Academic Affairs Department, the International Department, the Department of Academic Mobility and Educational Service Export, as well as heads of institutes, faculties, and educational programs.

16.1. DEVELOPMENT OF THE UNIVERSITY'S INTERNATIONAL ACADEMIC STAFF

One of the key directions in the internationalization of the educational process has been the systematic engagement of foreign lecturers, scholars, and experts in the implementation of educational programs at Kyrgyz National University named after Jusup Balasagyn.

The participation of international specialists contributes not only to improving the quality of teaching but also to the formation of a modern international educational environment based on the principles of academic openness, knowledge exchange, and integration of the best global practices.

During the reporting period, the share of foreign academic staff within the total number of faculty members involved in the implementation of educational programs amounted to 1.9%, which practically corresponds to the established strategic target indicator of the university and confirms the consistent development of the international human resource direction.

Particular attention was paid to attracting specialists with significant scientific and pedagogical experience representing foreign universities, international educational organizations, and research centers.

In the 2025–2026 academic year, highly qualified specialists from Japan and other international educational institutions were involved in the educational process at Kyrgyz National University named after Jusup Balasagyn.

Among the invited and currently working international specialists at the university are:

- Ayako Nagaya — lecturer engaged in educational activities as a full-time university faculty member;
- PhD, Associate Professor Togashi Mahabat Beksultanova — specialist combining teaching activities at KNU with scientific and pedagogical work at Doshisha University (Japan);
- Senior Lecturer Yumi Takahashi — specialist in the field of international education;
- Asel Asano — lecturer cooperating with Berkeley House and the international JICA program;
- PhD Olga Zaberezhnaya — representative of Tenri University (Japan);
- Toshie Yano and Hiroto Yano — specialists providing practical training for students in the modern Food Technology Laboratory.

The involvement of these specialists has significantly expanded the university's educational opportunities, improved the quality of student training, and strengthened the international dimension of the educational process.

16.2. IMPACT OF INTERNATIONAL FACULTY MEMBERS ON THE QUALITY OF THE EDUCATIONAL PROCESS AND INTERNATIONAL INTEGRATION

The work of foreign lecturers at Kyrgyz National University named after Jusup Balasagyn has a significant impact on improving the university's educational activities.

Their participation ensures:

- introduction of modern international teaching methodologies;
- development of practice-oriented education;
- application of advanced educational technologies;
- improvement of foreign language proficiency;

- development of students' research competencies;
- expansion of international academic cooperation.

The contribution of foreign faculty members to the development of an English-language educational environment at the university is of particular importance.

The delivery of individual courses, scientific seminars, consultations, and practical classes in foreign languages contributes to enhancing the language competencies of students and academic staff, while also creating conditions for students' further participation in international mobility programs.

In addition, the involvement of international specialists promotes the development of joint research projects, preparation of scientific publications, exchange of research experience, and strengthening of the university's international reputation.

16.3. DEVELOPMENT OF STUDENT ACADEMIC MOBILITY AS A MECHANISM FOR INTEGRATING KNU INTO THE GLOBAL EDUCATIONAL SPACE

One of the most important areas in implementing the university's international strategy remains the development of academic mobility for students.

Kyrgyz National University named after Jusup Balasagyn considers academic mobility as an effective instrument for improving specialist training quality, developing professional competencies, gaining international experience, and preparing graduates capable of successfully competing in the global labour market.

During the reporting period, under the coordination of the Department of Academic Mobility and Educational Service Export, activities aimed at sending university students to foreign educational institutions were significantly intensified.

The main objectives of academic mobility development included:

- increasing the number of students participating in international programs;
- expanding the geographical scope of foreign partner universities;
- developing exchange programs;
- enhancing the international competitiveness of graduates;
- fostering global academic thinking.

16.4. IMPLEMENTATION OF EXTERNAL ACADEMIC MOBILITY PROGRAMS FOR STUDENTS

Within the framework of external academic mobility programs, during the reporting period, 73 students of Kyrgyz National University named after Jusup Balasagyn completed studies at universities in foreign countries.

This indicator represents an important outcome of the university's internationalization policy and demonstrates the expansion of opportunities for students to gain international educational experience.

The participation of students from the Faculty of Physics and Electronics in educational programs at Jeonbuk National University of the Republic of Korea was of particular significance.

Students successfully completed training in the following fields:

- “Electronics and Nanoelectronics”;
- “Technical Physics”.

Participation in this program enabled students to become familiar with modern technologies, research infrastructure, and educational approaches of one of the leading universities in the Republic of Korea.

Cooperation with European universities continued to develop successfully.

A notable example is the cooperation program with the University of Poitiers (France), within the framework of which 13 students of the Kyrgyz-European Faculty are undergoing training, gaining experience in European educational technologies and participating in international academic initiatives.

Cooperation with universities of the Republic of Korea is also actively developing.

Within the framework of international programs:

- four KNU students are studying at Hoseo University;
- one student is studying at Astana University in the Republic of Kazakhstan.

These programs contribute to expanding students' international experience, developing professional skills, and strengthening partnership relations between universities.

16.5. DEVELOPMENT OF SEMESTER EXCHANGE AND SHORT-TERM MOBILITY PROGRAMS

Alongside long-term educational programs, the university continued developing short-term forms of academic mobility.

Students of the Faculty of Physics and Electronics participated in the “Welcome to ENU” program at L.N. Gumilyov Eurasian National University, where they successfully completed educational courses in the fields of physics and electronics.

Participation in such programs contributes to:

- expanding professional horizons;
- developing international communication skills;
- increasing students' level of independence;
- forming skills for working in an international academic environment.

16.6. THE IMPORTANCE OF INTERNATIONAL HUMAN RESOURCE DEVELOPMENT AND MOBILITY FOR IMPROVING QS RANKING INDICATORS

The development of international academic staff and academic mobility is an important element of the strategy aimed at improving the position of Kyrgyz National University named after Jusup Balasagyn in international rankings.

The implemented activities influence the following QS World University Rankings indicators:

- level of the university's international openness;
- proportion of international faculty members;
- proportion of international students;
- academic reputation;

- international cooperation;
- quality of the educational environment.

The attraction of foreign specialists and the expansion of academic mobility opportunities enable the university to develop a more competitive educational model that corresponds to international quality standards.

RESULTS OF THE IMPLEMENTATION OF ACTIVITIES

Thus, within the framework of implementing the Action Plan for the inclusion of Kyrgyz National University named after Jusup Balasagyn in the QS World University Rankings for 2025–2026, comprehensive work was carried out to develop international human resource potential and expand student academic mobility.

The implemented activities made it possible to:

- ensure the involvement of foreign faculty members in the educational process;
- increase the level of internationalization of the educational environment;
- strengthen international academic partnerships;
- increase the number of students participating in mobility programs;
- expand the geographical scope of international partnerships;
- improve the quality of specialist training;
- enhance the university's international attractiveness.

The consistent development of international human resource potential and academic mobility contributes to strengthening the position of Kyrgyz National University named after Jusup Balasagyn as a modern, open university integrated into the global educational space and focused on achieving high levels of international competitiveness.

17. INTEGRATION OF INTERNATIONAL ONLINE COURSES INTO EDUCATIONAL PROGRAMS AND DEVELOPMENT OF DIGITAL INTERNATIONALIZATION OF THE EDUCATIONAL PROCESS AT KYRGYZ NATIONAL UNIVERSITY NAMED AFTER JUSUP BALASAGYN

Within the framework of implementing the Action Plan for the inclusion of Kyrgyz National University named after Jusup Balasagyn in the QS World University Rankings for 2025–2026, one of the strategic directions for improving educational activities has been the expansion of digital internationalization, the introduction of international educational resources, and the integration of online courses from leading foreign universities into KNU educational programs.

Modern processes of higher education transformation are characterized by the active development of digital technologies, the spread of blended learning models, expanded access to international educational platforms, and the formation of a global educational environment.

Under these conditions, the use of international online courses has become one of the effective instruments for improving the quality of education, updating the

content of educational programs, and strengthening the university's international competitiveness.

Kyrgyz National University named after Jusup Balasagyn considers digital internationalization as an important component of the development strategy of a modern research university focused on international quality standards, innovative educational technologies, and the training of specialists capable of successfully operating within the global knowledge economy.

The implementation of this direction was aimed at achieving the following strategic objectives:

- improving the quality of educational programs through the use of international academic experience;
- expanding students' access to modern foreign educational resources;
- developing students' digital competencies;
- introducing elements of international content into the educational process;
- improving foreign language proficiency;
- developing students' skills for working in an international educational environment;
- strengthening the university's international reputation.

This direction is of direct importance for improving the university's indicators in international rankings, including the QS World University Rankings, as it demonstrates the level of international openness of the educational process, the university's ability to integrate modern global practices, and its capacity to provide students with access to global knowledge resources.

17.1. IMPLEMENTATION OF INTERNATIONAL ONLINE COURSES IN COOPERATION WITH FOREIGN UNIVERSITIES

During the reporting period, Kyrgyz National University named after Jusup Balasagyn continued developing cooperation with leading foreign universities in the field of digital education.

With the support of the Department of International Cooperation, specialized international online courses were organized in cooperation with leading universities of the Republic of Korea:

- Kemyung National University;
- Hanbat National University.

These initiatives became an important element in expanding KNU's international educational environment and enabled students to access modern educational materials developed by foreign specialists.

Of particular importance was the fact that the international online courses were integrated into the university's educational process and became an additional tool for improving the quality of student training.

Within the framework of cooperation, educational courses aimed at developing students' language, humanitarian, and digital competencies were implemented.

The following disciplines attracted the greatest interest among students:

“Lexicology of the Korean Language”

The course was aimed at in-depth study of the vocabulary system of the Korean language, the features of modern lexical development, linguistic processes, and cultural aspects of communication.

“Morphology of the Korean Language”

This discipline enabled students to expand their knowledge of the grammatical structure of the Korean language, word formation processes, and linguistic constructions.

“Standards of the Korean Language”

The course contributed to the development of practical Korean language skills, improvement of language competence, and preparation of students for international academic interaction.

“Big Social Data”

A course devoted to the study of modern digital technologies for analyzing large volumes of information was of particular importance.

This discipline enabled students to become familiar with:

- modern data processing methods;
- digital tools for information analysis;
- technologies for working with large datasets;
- opportunities for applying artificial intelligence in research activities.

In total, more than 100 students from various fields of study participated in international online courses.

Participation in international digital educational programs contributed to expanding students' professional horizons, developing independent learning activities, and forming competencies that meet the requirements of the modern labour market.

17.2. THE IMPORTANCE OF INTERNATIONAL ONLINE COURSES FOR IMPROVING THE QUALITY OF EDUCATIONAL PROGRAMS

The integration of foreign online courses into the educational programs of Kyrgyz National University named after Jusup Balasagyn has enabled a transition from the traditional model of knowledge transfer to a more modern model of open international education.

This approach ensures:

- updating the content of academic disciplines;
- introduction of modern educational technologies;
- increasing the flexibility of the educational process;
- expanding opportunities for students' individual educational pathways;
- developing digital literacy;
- increasing the international attractiveness of educational programs.

Of particular importance is the opportunity for students to gain knowledge from foreign lecturers and become familiar with the educational approaches of leading universities worldwide without the necessity of mandatory physical presence at a foreign institution.

Thus, digital international integration becomes an effective instrument for increasing access to high-quality education and expanding KNU's international presence.

17.3. INTERNATIONAL ACADEMIC MOBILITY OF THE ACADEMIC AND TEACHING STAFF

One of the most important factors in improving the quality of education and developing the university's research potential is the continuous professional development of academic and teaching staff through participation in international internships, scientific schools, educational programs, and academic exchanges.

Within the framework of implementing measures aimed at enhancing the international competitiveness of Kyrgyz National University named after Jusup Balasagyn, systematic work on developing outbound academic mobility of faculty members continued during the reporting period.

The university considers faculty participation in international programs as a strategic mechanism for:

- improving the qualifications of academic personnel;
- introducing modern teaching methods;
- developing international scientific cooperation;
- conducting joint research;
- increasing the number of international publications;
- improving educational programs.

17.4. PARTICIPATION OF KNU FACULTY MEMBERS IN INTERNATIONAL INTERNSHIPS AND RESEARCH PROGRAMS

During the reporting period, university faculty members actively participated in international educational and scientific activities.

Within the framework of an international cooperation project involving leading universities, seven faculty members of the Institute of Computer Technologies and Artificial Intelligence participated in the Summer School at Kemyung University (Republic of Korea).

Participation in this program enabled faculty members to:

- study modern approaches to training specialists in the field of information technologies;
- become familiar with experience in the development of artificial intelligence and digital technologies;
- expand international professional networks;
- acquire new knowledge for subsequent integration into the educational process.

In addition, faculty members of Kyrgyz National University named after Jusup Balasagyn successfully completed international internships at leading educational institutions of the People's Republic of China:

- Beijing Foreign Studies University;
- Hebei Foreign Studies University;
- Shanghai University of Political Science and Law.

These internships became an important stage in the professional development of academic staff and contributed to expanding the university's international experience.

The total indicator of outbound academic mobility of academic and teaching staff during the reporting period amounted to 13 faculty members.

17.5. THE IMPACT OF INTERNATIONAL FACULTY MOBILITY ON UNIVERSITY DEVELOPMENT

The participation of academic staff in international programs has a long-term impact on the development of educational and research activities at the Kyrgyz National University named after Jusup Balasagyn.

The acquired international experience contributes to:

- the implementation of modern teaching technologies;
- the improvement of educational program content;
- the development of research competencies among academic staff;
- the expansion of international scientific cooperation;
- the preparation of joint research projects;
- the increase of publication activity;
- the improvement of the quality of student training.

After completing international internships, academic staff become carriers of new knowledge and technologies, ensuring the transfer of acquired experience within the university through seminars, open lectures, methodological activities, and the updating of educational materials.

17.6. THE IMPORTANCE OF DIGITAL INTERNATIONALIZATION AND ACADEMIC MOBILITY FOR IMPROVING THE POSITION OF KNU IN THE QS WORLD UNIVERSITY RANKINGS

The development of international online courses and academic mobility of the teaching staff is an important component of the comprehensive strategy aimed at enhancing the international competitiveness of the Kyrgyz National University named after Jusup Balasagyn.

The implemented initiatives contribute to improving the following areas considered in international rankings:

- the university's international openness;
- the quality of the educational environment;
- the level of academic integration;
- international reputation;
- the development of digital education;
- the professional development of academic staff.

The use of international educational resources and the advancement of mobility programs enable KNU to establish a modern educational model that meets the requirements of leading global universities.

RESULTS OF THE IMPLEMENTATION OF ACTIVITIES

Thus, within the framework of the Implementation Plan for the inclusion of the Kyrgyz National University named after Jusup Balasagyn in the QS World University Rankings for 2025–2026, significant work was carried out in the areas of digital internationalization development, implementation of international online courses, and expansion of academic mobility opportunities for academic staff.

The implemented measures made it possible to:

- integrate international educational courses into the learning process;
- ensure the participation of more than 100 students in international online programs;
- expand cooperation with universities of the Republic of Korea and China;
- enhance students' digital competencies;
- ensure the participation of 13 academic staff members in international academic mobility programs;
- strengthen international professional networks;
- improve the quality of educational programs.

The consistent development of digital international integration and academic mobility contributes to strengthening the position of the Kyrgyz National University named after Jusup Balasagyn as a modern internationally oriented university focused on innovation, educational excellence, and successful advancement in the global academic environment.

18. DEVELOPMENT OF NETWORK EDUCATIONAL PROGRAMS AND DOUBLE DEGREE PROGRAMS AS AN INSTRUMENT OF INTERNATIONAL INTEGRATION OF KYRGYZ NATIONAL UNIVERSITY NAMED AFTER JUSUP BALASAGYN

Within the framework of the Implementation Plan for the inclusion of the Kyrgyz National University named after Jusup Balasagyn in the QS World University Rankings for 2025–2026, one of the key areas of the university's strategic development has been the expansion of international forms of educational program implementation, including the development of network cooperation with foreign partner universities and the introduction of double degree programs.

In the context of the globalization of higher education, modern universities strive not only to improve the quality of their internal educational processes but also to actively integrate into international academic networks.

The creation of joint educational models that combine the resources of several universities has become one of the most effective mechanisms for enhancing the competitiveness of educational programs, developing academic mobility, and strengthening the international reputation of universities.

The Kyrgyz National University named after Jusup Balasagyn considers network educational programs and double degree programs as key instruments for implementing its internationalization strategy, aimed at:

- improving the quality of educational programs in accordance with international standards;

• expanding opportunities for academic mobility of students and academic staff;

- integrating educational resources of leading partner universities;
- developing joint scientific and educational projects;
- increasing the attractiveness of KNU for international students;
- strengthening the university's international reputation.

This area represents one of the significant factors contributing to the improvement of the university's position in international rankings, including the QS World University Rankings, as it reflects the level of international cooperation, openness of the educational environment, availability of sustainable academic partnerships, and the university's capacity to implement internationally recognized programs.

18.1. DEVELOPMENT OF NETWORK EDUCATIONAL PROGRAMS WITHIN THE FRAMEWORK OF INTERNATIONAL UNIVERSITY ASSOCIATIONS

One of the priority areas in the development of international cooperation of the Kyrgyz National University named after Jusup Balasagyn is the expansion of the university's participation in international network educational associations.

Network educational programs make it possible to combine intellectual, human resource, research, and infrastructural capacities of several universities in order to train a new generation of specialists equipped with competencies demanded in the conditions of the global labor market.

During the reporting period, KNU continued its active participation in the activities of:

- the Commonwealth of Independent States (CIS) Network University;
- the Shanghai Cooperation Organization (SCO) University Network;
- the Kyrgyz-Russian Consortium of Technical Universities.

Participation in these international educational associations enabled the university to expand opportunities for academic cooperation, strengthen ties with foreign educational institutions, and provide students and academic staff with access to modern educational resources.

Within the framework of network cooperation, activities were carried out in the following areas:

- development of joint educational programs;
- coordination of curricula and educational technologies;
- exchange of teaching and methodological materials;
- organization of academic mobility programs;
- implementation of joint scientific and educational events;
- development of joint research projects;
- introduction of international approaches to education quality assessment.

By the end of the reporting period, the share of network educational programs at the university reached 16%, which exceeded the established strategic target of 15%.

The achievement of this indicator demonstrates the consistent implementation of the policy of international integration of the educational process and the expansion of KNU's participation in the global system of academic cooperation.

18.2. THE IMPORTANCE OF NETWORK EDUCATIONAL PROGRAMS FOR IMPROVING THE QUALITY OF SPECIALIST TRAINING

The development of network educational programs ensures the creation of a unified international educational space, where students have the opportunity to utilize the best educational resources of several universities.

This educational model contributes to:

- improving the quality of specialist training;
- expanding students' professional horizons;
- developing intercultural competencies;
- acquiring international learning experience;
- forming skills necessary for working in a global professional environment.

Of particular importance is the possibility of mutual recognition of learning outcomes between partner universities, which ensures the flexibility of students' educational pathways and expands their opportunities for further professional development.

Network programs also contribute to enhancing the qualifications of academic staff, as faculty members gain opportunities to exchange experience with international colleagues, participate in the joint development of educational materials, and implement modern teaching technologies.

Thus, the development of network education is not only a mechanism for academic cooperation but also an important instrument for improving the international quality of the university's educational activities.

18.3. DEVELOPMENT OF DOUBLE DEGREE PROGRAMS AS A DIRECTION FOR ENHANCING THE UNIVERSITY'S INTERNATIONAL COMPETITIVENESS

One of the most promising areas of internationalization of the Kyrgyz National University named after Jusuip Balasagyn is the development of double degree programs with foreign partner universities.

Double degree programs represent one of the most effective mechanisms for integrating the university into the global educational space, as they enable students to study simultaneously at two universities and obtain qualifications confirmed by internationally recognized diplomas.

During the reporting period, the university continued its efforts to expand this area of international cooperation.

An important achievement was the conclusion of an agreement with:

- ✓ Hanbat National University (Republic of Korea)
- ✓ on the implementation of a joint double degree educational program.

This agreement became an important stage in strengthening strategic cooperation between the universities and created new opportunities for the development of joint educational initiatives.

The implementation of double degree programs includes:

- joint design of educational programs;
- coordination of curricula;
- opportunities for students to study at two universities;
- participation in academic mobility programs;
- obtaining diplomas from two educational institutions;
- expansion of graduates' professional and international competencies.

18.4. THE IMPACT OF DOUBLE DEGREE PROGRAMS ON THE DEVELOPMENT OF KNU'S INTERNATIONAL ATTRACTIVENESS

Double degree programs represent an important competitive advantage of a modern university.

For students, participation in such programs provides:

- access to internationally recognized education;
- opportunities to use foreign educational infrastructure;
- enhancement of professional mobility;
- development of language competencies;
- expansion of employment opportunities;
- formation of an international professional portfolio.

For the university, the implementation of double degree programs contributes to:

- strengthening international reputation;
- expanding the network of strategic partnerships;
- developing joint scientific research;
- increasing the attractiveness of educational programs;
- enhancing the international visibility of KNU.

The availability of international educational programs is one of the key factors influencing the perception of the university by foreign partners, employers, and the academic community.

18.5. THE CONTRIBUTION OF NETWORK PROGRAMS AND DOUBLE DEGREE PROGRAMS TO IMPROVING QS WORLD UNIVERSITY RANKINGS INDICATORS

The development of network educational programs and double degree programs is directly linked to the implementation of measures aimed at improving the position of the Kyrgyz National University named after Jusup Balasagyn in international rankings.

These areas have a positive impact on such indicators of the QS World University Rankings as:

- the level of the university's international integration;
- academic reputation;
- international attractiveness of educational programs;
- development of partnership networks;
- quality of the educational environment;
- international mobility of students and academic staff.

The expansion of international educational models enables KNU to strengthen its position among universities in Central Asia and to shape the image of a modern university that is open to international cooperation.

RESULTS OF THE IMPLEMENTATION OF ACTIVITIES FOR THE DEVELOPMENT OF NETWORK EDUCATIONAL PROGRAMS AND DOUBLE DEGREE PROGRAMS

Thus, within the framework of the Implementation Plan for the inclusion of the Kyrgyz National University named after Jusup Balasagyn in the QS World University Rankings for 2025–2026, significant work was carried out to develop international forms of educational program implementation.

The implemented measures made it possible to:

- increase the share of network educational programs to 16%, exceeding the strategic target;
- expand the university's participation in international educational associations;
- strengthen cooperation within the framework of the CIS Network University, the SCO University Network, and the Kyrgyz-Russian Consortium of Technical Universities;
- conclude an agreement on the implementation of a double degree program with Hanbat National University of the Republic of Korea;
- expand opportunities for student academic mobility;
- enhance the international attractiveness of educational programs;
- strengthen the university's position in the global educational space.

The comprehensive set of implemented measures demonstrates the consistent advancement of the Kyrgyz National University named after Jusup Balasagyn toward the model of a modern international research university focused on educational quality, international partnership, innovative development, and increased competitiveness within the global higher education system.

The development of network educational programs and double degree programs provides a solid foundation for further advancement of KNU in international rankings, strengthening its academic reputation, and establishing a sustainable status as a leading university in the Central Asian region.

19. INCREASING THE SHARE OF ACADEMIC STAFF WITH ADVANCED DEGREES AT KYRGYZ NATIONAL UNIVERSITY NAMED AFTER JUSUP BALASAGYN

One of the most important strategic directions in the development of the Kyrgyz National University named after Jusup Balasagyn is the continuous improvement of its human resource potential, which ensures a high quality of educational, scientific, and innovative activities.

A modern research university cannot be envisioned without highly qualified academic staff possessing significant scientific potential, international experience, a high level of academic expertise, and the ability to integrate the results of contemporary research into the educational process.

In this regard, during the reporting period, one of the university's priority areas was the implementation of a comprehensive set of measures aimed at increasing the share of academic staff holding advanced academic degrees, including Candidate of Sciences, Doctor of Sciences, Doctor of Philosophy (PhD) degrees, as well as possessing substantial practical professional experience in relevant fields of training.

This work was carried out under the leadership of the First Vice-Rector – Vice-Rector for Academic Affairs, in cooperation with the Academic Affairs Department, heads of faculties, institutes, and other structural divisions of the university.

The main objective of this policy was to ensure that educational programs are supported by highly qualified academic personnel capable of implementing modern educational technologies, conducting fundamental and applied research, actively participating in international scientific projects, and providing specialist training in accordance with global academic standards.

Particular attention was paid to attracting new academic and research personnel with high scientific qualifications and recognized achievements in their respective fields of knowledge. When forming the staffing structure of educational programs, priority was given to specialists holding academic degrees, possessing extensive research experience, having publications in internationally peer-reviewed scientific journals indexed in Scopus and Web of Science databases, as well as experience in implementing international research projects.

At the same time, the university consistently worked to create favorable conditions for the professional development of existing academic staff.

Special attention was devoted to preparing faculty members for the defense of Candidate and Doctoral dissertations, developing the PhD doctoral training system, expanding scientific supervision of young researchers, stimulating publication activity, and strengthening international scientific cooperation.

The implementation of these measures made it possible to ensure that the proportion of qualified academic staff involved in educational programs reached no less than 68%, which corresponds to the university's strategic objectives and modern requirements for staffing a research-oriented university.

An equally important task was to ensure that each educational program was implemented primarily by full-time academic staff holding Candidate of Sciences, Doctor of Sciences, or Doctor of Philosophy (PhD) degrees, or possessing significant professional experience in the relevant field of specialization.

By the end of the reporting period, the share of academic staff with advanced degrees involved in educational programs amounted to 60%, fully complying with the established regulatory requirements for the academic staffing of the educational process.

The achieved indicators demonstrate that the quantitative and qualitative composition of the academic community of the Kyrgyz National University named after Jusup Balasagyn ensures the effective implementation of educational programs

at all levels of training, meets the requirements of national educational standards, and corresponds to international quality criteria for higher education.

The high concentration of academic and research personnel enables the university to successfully develop fundamental and applied research, introduce innovative educational technologies, provide training for master's students, postgraduate students, and PhD doctoral candidates, as well as actively participate in international academic cooperation.

It should be emphasized that further increasing the proportion of academic staff with advanced degrees is regarded by the university as one of the key factors for strengthening scientific capacity, improving the quality of the educational process, increasing publication activity, enhancing the university's position in international rankings, and establishing a modern research-based university model of global standards.

20. DEVELOPMENT OF THE DIGITAL INFORMATION INFRASTRUCTURE OF KNU AND IMPROVEMENT OF THE UNIVERSITY'S OFFICIAL WEBSITE COMPLEX AS A FACTOR IN ENHANCING INTERNATIONAL VISIBILITY AND REPUTATIONAL INDICATORS IN THE QS WORLD UNIVERSITY RANKINGS

Within the framework of the Implementation Plan for the inclusion of the Kyrgyz National University named after Jusup Balasagyn in the QS World University Rankings for 2025–2026, one of the strategically important areas became the development of the university's digital information infrastructure, improvement of official online resources, expansion of the digital educational environment, and enhancement of KNU's international information presence.

In the modern context, digital transformation of higher education has become one of the key factors determining the competitiveness of universities.

International ranking systems, including the QS World University Rankings, pay significant attention to indicators such as academic reputation, international recognition, information openness, quality of digital communication, accessibility of scientific and educational resources, as well as the university's ability to effectively present the results of its activities within the global information space.

In this regard, the development of the digital infrastructure of the Kyrgyz National University named after Jusup Balasagyn is considered a comprehensive strategic task aimed not only at improving the internal communication system but also at increasing the university's international attractiveness, strengthening its academic brand, expanding its presence in the global digital environment, and forming a sustainable positive perception of KNU among students, academic staff, researchers, employers, and international partners.

The main objective of the implemented set of measures was to create a modern digital information environment of the university, ensuring:

- enhancement of information transparency of KNU's activities;
- increased international visibility of the university's educational and scientific achievements;

- development of digital educational resources;
- expansion of the university's presence in international search systems;
- improvement of information support for research activities;
- promotion of educational programs among domestic and international applicants;
- strengthening the reputation of KNU as a modern research university of international level.

The coordination of activities was carried out by the Press Service of the Kyrgyz National University named after Jusup Balasagyn in cooperation with the Department of Science, International Relations Department, Academic Affairs Department, faculties, institutes, departments, the Council of Young Scientists, and other structural divisions of the university.

During the reporting period, particular attention was paid to improving the architecture of the university's digital representation, enhancing the quality of content on the official web portal, and developing information support for all key areas of KNU's activities: educational, research, international, innovative, and public engagement activities.

20.1. IMPROVEMENT OF THE UNIVERSITY'S OFFICIAL WEB PORTAL AND ENHANCEMENT OF INFORMATION TRANSPARENCY

One of the priority areas of work was the continuous development of the official website of the Kyrgyz National University named after Jusup Balasagyn as the university's primary digital representation.

During the reporting period, regular updates of the web portal's information content were ensured, including the timely publication of materials on significant university events, scientific achievements, international projects, educational initiatives, and the results of activities carried out by faculties and institutes.

Information support for university events was provided within the shortest possible timeframes, ensuring timely communication with the following target audiences:

- academic and teaching staff;
- students and master's degree students;
- international partners;
- representatives of the scientific community;
- employers;
- applicants and their parents;
- the general public.

Particular attention was given to the publication of internationally oriented materials, including information on foreign agreements, academic mobility programs, visits of international delegations, joint research projects, international conferences, and educational initiatives.

This work contributes to increasing the international recognition of the university, expanding its digital presence, and establishing a sustainable reputation as an open, competitive, and internationally oriented educational institution.

20.2. DEVELOPMENT OF DIGITAL EDUCATIONAL CONTENT AND MULTIMEDIA INFRASTRUCTURE

One of the important directions of the university's digital transformation has been the establishment of a modern system of electronic educational resources.

In accordance with the strategic development objectives of KNU, systematic work was carried out on the creation, processing, and placement of multimedia educational content, including:

- video lectures by university professors and academic staff;
- recordings of scientific presentations by leading researchers;
- educational webinars;
- master classes conducted by professional practitioners;
- materials from international conferences;
- digital educational resources;
- additional materials for students' independent learning.

The development of this area has expanded the possibilities of distance and blended learning, ensured the accessibility of educational materials regardless of students' location, and created conditions for the formation of a modern digital educational environment.

The university's digital educational resources also serve as an important instrument for enhancing the international attractiveness of KNU, as they enable international users to become familiar with the university's educational potential, the research competencies of academic staff, and the areas of specialist training.

20.3. CREATION AND DEVELOPMENT OF VIDEO CONTENT AS AN INSTRUMENT FOR THE INTERNATIONAL PROMOTION OF THE UNIVERSITY

Throughout 2025, the Press Service of the Kyrgyz National University named after Jusup Balasagyn carried out significant work on the creation and dissemination of video materials aimed at developing the university's digital information environment.

During the reporting period, a total of 95 video materials were prepared and published, becoming an important component of KNU's digital educational and information resources.

The structure of the created video content included the following areas:

1. Educational Video Materials

Within this area, 13 video recordings dedicated to individual academic disciplines and educational courses were prepared.

These materials are used in the educational process as additional electronic learning resources, contributing to increased accessibility of educational materials, the development of students' independent learning skills, and the implementation of modern digital teaching methods.

2. Educational Webinars and Professional Events

A total of 5 video materials reflecting educational webinars were prepared and published, aimed at:

- improving the professional qualifications of academic staff;
- developing research competencies;
- disseminating modern pedagogical technologies;
- facilitating the exchange of professional experience.

This format contributes to the development of the university's internal professional development system and strengthens scientific and educational communication.

3. Information and Reputation-Oriented Video Materials

The largest share of digital content consisted of 77 video materials dedicated to the university's activities.

This category included materials covering:

- international forums;
- scientific conferences;
- visits of foreign delegations;
- academic events;
- student achievements;
- accomplishments of academic and teaching staff;
- cultural and public projects;
- significant events in university life.

The creation of such content has significantly expanded KNU's digital presence, increased recognition of the university brand, and ensured broader representation of the university's achievements within the international information space.

20.4. ENHANCING THE UNIVERSITY'S INTERNATIONAL VISIBILITY AND THE IMPACT OF DIGITAL INFRASTRUCTURE ON QS WORLD UNIVERSITY RANKINGS INDICATORS

The development of the digital information infrastructure of the Kyrgyz National University named after Jussup Balasagyn is directly linked to the implementation of measures aimed at improving the university's ranking performance indicators.

High-quality digital representation contributes to the enhancement of such components of international competitiveness as:

- the university's academic reputation;
- international recognition and visibility;
- accessibility of information for international partners;
- openness of scientific and educational activities;
- attractiveness of the university for international students and faculty members.

The systematic development of web resources, expansion of digital content, improvement of information support for scientific achievements, and strengthening of the university's presence in the digital environment create additional conditions for shaping a positive perception of KNU among the international academic community.

Digital infrastructure is of particular importance in the context of promoting the university among foreign partner institutions, prospective students, researchers, and employers.

RESULTS OF THE IMPLEMENTATION OF MEASURES FOR THE DEVELOPMENT OF DIGITAL INFORMATION INFRASTRUCTURE

Thus, within the framework of implementing the Action Plan for the inclusion of the Kyrgyz National University named after Jussup Balasagyn in the QS World University Rankings for 2025–2026, a comprehensive set of consistent measures aimed at developing the university's digital environment has been carried out.

The undertaken activities have made it possible to:

- increase the level of information transparency of the university;
- ensure effective digital support for educational, scientific, and international activities;
- expand the volume of electronic educational resources;
- increase the amount of multimedia content;
- strengthen KNU's digital presence in the international information space;
- enhance the recognition of the university's brand;
- create additional conditions for improving reputational indicators in international rankings.

The consistent development of digital infrastructure represents an important element of the strategy for transforming the Kyrgyz National University named after Jussup Balasagyn into a modern research-oriented university of international standing.

The established system of digital communications, electronic educational resources, and information promotion provides a sustainable foundation for further enhancing KNU's competitiveness, strengthening its position in the QS World University Rankings, and expanding the university's international recognition as a leading center of education, science, and innovation in the Central Asian region.

21. INCREASING THE VOLUME OF FUNDING FOR THE KYRGYZ NATIONAL UNIVERSITY NAMED AFTER JUSSUP BALASAGYN

Sustainable financial development is one of the key conditions for the successful implementation of the strategic objectives of a modern research university.

In this regard, during the reporting period, particular attention was paid to improving the financial policy of the Kyrgyz National University named after Jussup Balasagyn, aimed at diversifying funding sources, reducing dependence on traditional budgetary financing, and establishing a modern multi-channel model for financing the university's activities.

The coordination of this work was carried out by the Vice-Rector for Administrative and Economic Affairs, the Planning and Finance Department, and the university's Accounting Department.

The foundation of the implemented financial strategy was the expansion of non-budgetary sources of financial resources through the development of

educational service exports, broadening the range of additional professional education programs, introducing modern marketing technologies, and applying digital tools to promote educational products.

One of the most promising areas for increasing the university's revenue remains the development of educational service exports. The consistent growth in the number of international students contributes not only to strengthening the university's international reputation but also ensures a stable increase in revenues generated from the implementation of educational programs for foreign citizens.

At the same time, the geographical scope of international cooperation is expanding, English-language education is being developed, and the infrastructure for supporting international students is being improved, which significantly enhances the university's competitiveness in the global educational market.

Significant attention is also devoted to the development of the additional professional education system as one of the most effective instruments for attracting non-budgetary financial resources.

The university is consistently expanding the range of educational services targeted at various categories of learners, including state and municipal employees, business representatives, professionals in the industrial sector, employees of educational institutions, and other categories of specialists.

During the reporting period, the university actively developed short-term professional development programs for civil servants, specialized business training courses, practice-oriented educational intensives, professional retraining programs, as well as courses focused on modern digital technologies, management, logistics, public administration, and other in-demand areas of professional training.

The implementation of such educational programs enables the university not only to expand the range of educational services provided but also to respond promptly to changing labor market demands, ensuring continuous professional development of specialists across various sectors of the economy.

At the same time, the digitalization of the university's marketing activities has acquired particular importance.

Modern digital technologies have become an effective tool for promoting educational programs in national and international educational service markets.

The university is consistently introducing modern methods of internet marketing, digital advertising, and the promotion of educational products through social networks, specialized educational platforms, and other digital communication channels.

The use of modern marketing instruments contributes to expanding the target audience of prospective students, increasing the number of participants in additional education programs, strengthening the university's international recognition, and significantly improving the efficiency of educational service delivery.

Thus, the implementation of a comprehensive set of measures aimed at diversifying funding sources is creating a sustainable financial foundation for the further development of the Kyrgyz National University named after Jussup Balasagyn.

The consistent expansion of educational service exports, development of additional professional education, and introduction of modern digital marketing technologies enable the university to successfully strengthen its financial sustainability, expand investment opportunities, modernize educational and research infrastructure, and ensure the implementation of a long-term development strategy for the university as a leading research and educational center of the Kyrgyz Republic.

CONCLUSION

The implementation of the Action Plan for the inclusion of the Kyrgyz National University named after Jussup Balasagyn in the QS World University Rankings for 2025–2026 became one of the key areas of the university's strategic development. It united the activities of all structural divisions, academic and teaching staff, researchers, and administrative and managerial personnel around a common goal — enhancing the university's international competitiveness and integrating it into the global educational and research environment.

The analysis of the results of the implemented measures demonstrates that the university has carried out large-scale, systematic work aimed at improving all areas of activity that directly influence the indicators used in the formation of the QS World University Rankings.

The consistently implemented measures covered the development of research activities, improvement of the educational process, enhancement of publication activity, expansion of international cooperation, strengthening of human resource capacity, development of cooperation with employers, digital transformation of the university, modernization of information infrastructure, and diversification of financial resources.

One of the most significant achievements of the reporting period was the strengthening of the university's research potential.

The system of research management was consistently improved, publication activity among academic staff increased significantly, the number of publications indexed in international databases such as Scopus and Web of Science grew, and mechanisms were introduced to support authors, digitally record research outcomes, develop international academic profiles, and stimulate publication activity.

International research cooperation also received substantial development. The participation of university researchers in joint projects with foreign research teams expanded, creating the necessary conditions for further growth in citation rates of scientific publications and strengthening the university's international academic reputation.

Particular attention was paid to the development of international activities as one of the most important factors contributing to the enhancement of the university's global competitiveness.

During the reporting period, the number of international students and foreign faculty members increased, the geographical scope of international cooperation expanded, academic mobility programs for students and teaching staff were

significantly intensified, network-based educational programs continued to develop, new international educational projects were implemented, the integration of online courses from foreign universities was expanded, and agreements on the implementation of dual-degree programs were concluded.

The consistent internationalization of the educational environment contributes to strengthening the university's international standing and increasing its recognition within the global academic community.

A significant amount of work was carried out to improve cooperation between the university and employers and to develop practice-oriented training of specialists.

The network of the university's strategic partners was substantially expanded, the number of long-term agreements with government institutions, enterprises, and international organizations increased, and employers became actively involved in the development and updating of educational programs, organization of internships, state final certification, and independent evaluation of the quality of graduate training.

The high employment rate of graduates convincingly confirms the relevance and competitiveness of the university's educational programs and contributes to strengthening its reputation among employers — one of the key indicators of the QS international ranking.

The university's consistent personnel policy ensured the formation of a highly qualified academic and teaching staff.

Measures were implemented to attract faculty members with academic degrees and significant research experience, develop human resource potential, support young researchers, and improve the system of training scientific and academic personnel.

The achieved indicators of staffing support for educational programs comply with established requirements and provide a solid foundation for further improving the quality of education and research activities.

During the reporting period, the university's digital infrastructure underwent significant development.

Its information policy was further enhanced, official online resources were actively updated, the volume of digital educational content was substantially expanded, and the number of published video materials, scientific publications, and educational resources increased considerably.

Greater information transparency has strengthened the university's positive reputation, enhanced its international visibility, and improved access to information about the university's achievements for the global academic community, prospective students, employers, and international partners.

At the same time, the university implemented a range of measures aimed at strengthening its financial sustainability through the diversification of funding sources.

The university has consistently expanded its additional professional education programs, further developed the export of educational services, enhanced digital mechanisms for promoting educational programs, and created additional

opportunities for attracting non-budgetary financial resources, thereby ensuring a stable resource base for the continued modernization of its educational, research, and innovation infrastructure.

It should be noted that the majority of the target indicators established in the Action Plan have either been successfully achieved or are currently at the final stage of implementation.

The work carried out has been comprehensive in nature and has been aimed not only at achieving individual quantitative targets but also at establishing a modern model of a research university whose activities fully comply with international standards of excellence in higher education, scientific research, and academic governance.

At the same time, the achievements attained should be regarded not as the completion of the university's development process but as an important milestone in the implementation of its long-term internationalization strategy.

Future efforts will focus on further strengthening the academic and research reputation of the Kyrgyz National University named after Jussup Balasagyn, increasing the number of publications in leading international peer-reviewed journals, expanding participation in international research consortia, improving citation performance, further increasing the number of international students and faculty members, enhancing educational programs, developing innovation infrastructure, and strengthening cooperation with employers.

The comprehensive set of measures implemented has established a solid institutional foundation for the further advancement of the Kyrgyz National University named after Jussup Balasagyn within the international academic community.

The consistent achievement of the target indicators set forth in the Action Plan demonstrates the high effectiveness of the university's policy, which is firmly oriented toward compliance with contemporary international standards of quality in higher education and scientific research.

Thus, the implementation of the Action Plan for the inclusion of the Kyrgyz National University named after Jussup Balasagyn in the QS World University Rankings for 2025–2026 confirms the university's steady and consistent progress toward its strategic objective of strengthening its status as a leading research university of the Kyrgyz Republic, distinguished by a strong international reputation, a competitive educational system, a modern research infrastructure, and substantial potential for further integration into the global higher education and research landscape.

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