

**FERGANA BRANCH
(UZBEKISTAN)
ISMA (LATVIA)
DEVELOPMENT STRATEGY
FOR 2019 – 2029.**

Strategic planning document

Approved
By ISMA Senate meeting
October 30, 2019
Decision No. 4-19

Riga, 2019

CONTENTS

Introduction	3
1. Compliance with the policy planning documents and legal enactments	4
2. ISMA in the Republic of Uzbekistan	5
3. SWOT analysis	7
4. ISMA Fergana Branch vision and mission	8
5. ISMA Fergana Branch strategic aims and objectives	9
6. Implementation and management of the Strategy	10

INTRODUCTION

Fergana Branch (Uzbekistan) ISMA (Latvia) – (ISMA Fergana Branch) - Development Strategy for 2019-2029 is worked out based on ISMA University of Applied Sciences Development Strategy for 2018-2023, ISMA Satversme, ISMA Fergana Branch Statute, and other ISMA internal regulations.

ISMA Fergana Branch Development Strategy is worked out based on the topical challenges of educational and scientific environment of Europe, Central Asia and the Republic of Latvia. ISMA Fergana Branch Development Strategy equivalently to ISMA Strategy is founded on the recognition that in the 21st century higher education is one of the significant resources, which at the same time is subjected to radical change focused on the finding of relevant national and local solutions in the context of global challenges, ensuring the competitiveness of Latvia and human capital value factor.

ISMA Fergana Branch Development Strategy provides the directions for development, a broadly defined set of aims and values, the objectives to be carried out, the necessary tools for achieving the aims and the expected outcomes, which are crucially significant for the further development of ISMA and ISMA Fergana Branch. ISMA Fergana Branch Development Strategy ideas are meant to lead our performance, to concentrate our priorities and to inspire our further motion and development.

ISMA Fergana Branch Development Strategy convincingly points to the three development priorities of the “Europe 2020: A European strategy for smart, sustainable and inclusive growth”:

- ✓ Smart growth – developing an economy based on knowledge and innovation;
- ✓ Sustainable growth – promoting a more resource efficient, greener and more competitive economy;
- ✓ Inclusive growth – fostering a high-employment economy delivering social and territorial cohesion.

The ISMA Fergana Branch Development Strategy is developed by ISMA working group in cooperation with ISMA Convention of Counsellors, the Administration of the Republic of Uzbekistan, academic staff, students, social partners – industry associations and entrepreneurs.

In the framework of the Strategy development the indicators of ISMA performance have been analysed and evaluated, the statistical data of The Organisation for Economic Co-operation and Development (OECD), Ministry of Education and Science and Central Statistical Bureau (CSB) have been processed, the strategic documents of the EU and the Republic of Latvia, which are focused on higher education and science, have been considered.

1. COMPLIANCE OF THE DEVELOPMENT STRATEGY TO POLICY PLANNING DOCUMENTS AND LEGAL ENACTMENTS

ISMA Fergana Branch Development Strategy is developed based on the priorities in the field of higher education and science, which are defined in the strategic documents and regulatory enactments in the field of higher education, such as:

- ✓ National Development Plan of Latvia for 2014-2020 (NDP2020);
- ✓ Sustainable Development Strategy of Latvia until 2030 (Latvija2030);
- ✓ National Reform Programme of Latvia for the Implementation of Europe 2020 Strategy (Latvia's NRP);
- ✓ National Concept for the Development of Higher Education and Institutions of Higher Education of Latvia for 2013-2020 (the NCDHEIHEL or the Concept);
- ✓ Guidelines for the Development of Science, Technology and Innovation for 2014-2020;
- ✓ Guidelines for the Development of Education for 2014-2020;
- ✓ *[International assessment of the scientific activity and capacity of the scientific institutions of Latvia (informative report „On the international assessment of science” adopted with the protocol decision of the Cabinet of Ministers dated January 21, 2014 (prot. No.3, 42.§));]*
- ✓ Bologna Declaration;
- ✓ Bologna Process Ministerial Communiqué: Paris Communiqué (2018);
- ✓ “Par Latvijas Republikas un Uzbekistānas Republikas līgumu par draudzību un sadarbību: Latvijas Republikas 1996. gada 1. februāra likums.” (On the Agreement between the Government of the Republic of Latvia and the Government of the Republic of Uzbekistan on Friendship and Cooperation: Law of the Republic of Latvia dated February 1, 1996)
- ✓ Law on Education (Law of the Republic of Latvia dated October 29, 1998);
- ✓ Law on Institutions of Higher Education (Law of the Republic of Latvia dated November 2, 1995);
- ✓ Law on Scientific Activity (Law of the republic of Latvia dated April 14, 2005);
- ✓ ISMA Satversme etc.

2. ISMA IN THE REPUBLIC OF UZBEKISTAN

ISMA started cooperation with the higher educational institutions of the Republic of Uzbekistan in the framework of ERASMUS+ programmes sub-programme MAGNET-University NETwork for vocational educational training centres of Middle Age Generation in Uzbekistan (No.574253-EPP-1-2016-1-DE-EPPKA2-CBHE-JP). The project aimed to promote national reform in the areas of social protection and employment, reduce unemployment and increase the real income of the population through training and retraining of the middle-aged unemployed.

To continue and strengthen positive cooperation, as well as to develop academic and scientific cooperation with the Fergana State University and other higher education institutions of the republic of Uzbekistan, to increase the opportunities of academic staff and students' mobility and to provide the citizens of the republic of Uzbekistan the opportunity to study at the joint diploma study programmes and obtain the educational document of European standard the Head of the administration of Fergana region made an offer to ISMA President to open ISMA branch in the city of Fergana in the Republic of Uzbekistan. This initiative was supported both by the Embassy of the Republic of Uzbekistan to the Republic of Latvia and by the State Committee of the Republic of Uzbekistan for Tourism Development.

ISMA partners in the Republic of Uzbekistan stated the launching and implementation of ISMA Professional Bachelor study programme "Business Administration in Tourism" as one of the priority areas of cooperation in compliance with the declaration of the year 2018 in Uzbekistan as the Year of Proactive Entrepreneurship, Innovative Ideas and Technologies. This can make a considerable contribution in the context of the aims set for 2018 and included in the Law on Innovative Activity. This Law aims to strengthen innovative activity for the solution of the state social and economic problems and ensure the competitiveness of the national economy. According to the aforementioned the development of ISMA Professional Bachelor study programme "Business Administration in Tourism" may ensure the development of sustainable tourism, help to solve important strategic problems and develop skills, which are necessary for efficient tourism business.

ISMA established ISMA Fergana Branch in the city of Fergana, Fergana region in the Republic of Uzbekistan in compliance with the decision of ISMA Senate dated August 27, 2018 (Nr. 4 – 18) and the decision of President of the Republic of Uzbekistan " On the establishing of ISMA University Branch in Fergana" Nr. ПП – 3952 dated September 26, 2018.

ISMA Fergana Branch is the higher educational institution – the resident of the Republic of Uzbekistan, non-profit organisation with the status of a legal person. ISMA Fergana Branch operates in compliance with the legal enactments of the Republic of Latvia, the Republic of Uzbekistan, ISMA Satversme, the Statute of Fergana Branch (Uzbekistan) ISMA (Latvia) and other internal regulations of ISMA.

From the very beginning ISMA Administration has made its decision to perform the operations of ISMA Fergana Branch based on the innovative development thereof paying considerable attention to the technical support and the application of modern technologies in the organisation of the educational process of the higher educational institution, as well as to the application of the methodology appropriate to the study process.

We are proud of our work quality, scientific and creative potential, and our academic staff who prepare students for their future career. One of the core values of ISMA is the offer of qualitative knowledge and skills.

ISMA Fergana Branch is available to everyone who is willing to obtain higher education which meets the requirements of today.

3. SWOT ANALYSIS

ISMA Fergānas filiāles Stratēģijas izstrādes grupa ir veikusi SVID analīzi, lai izvērtētu iekšējo un ārējo faktoru sniegtās priekšrocības un problēmas, kas ietekmē ISMA Fergānas filiāles attīstību.

The SWOT analysis is performed by ISMA Fergana Branch Development Strategy working group in order to assess the advantages and problems caused by the internal and external factors which affect the development of ISMA Fergana Branch.

STRENGTHS

- ✓ Experienced, highly qualified academic staff and administration;
- ✓ Student oriented approach to the organisation of the study process;
- ✓ Students' motivation to obtain higher education;
- ✓ Competitive tuition fee (comparing to other branches of foreign higher education institutions).

WEAKNESSES

- ✓ Incomplete material and technical support;
- ✓ High costs for the ensuring of study process;
- ✓ Lack of cooperation with local secondary education institutions;
- ✓ Insufficient cooperation with the scientific institutions of Central Asia;
- ✓ Uneven level of students' initial preparation.

OPPORTUNITIES

- ✓ The development of the economy of the republic of Uzbekistan is oriented on the cooperation with the European countries;
- ✓ The supportive state policy of European higher education;
- ✓ Positive attitude of the society to higher education;
- ✓ The interest and support of the administration of Fergana to the establishing of the Branch.

TREATS

- ✓ Cultural differences, including the system of education;
- ✓ The geographic location of Fergana;
- ✓ Low solvency of residents;
- ✓ Devaluation of currency and potentially high risk of inflation.

4. ISMA FERGANA BRANCH VISION AND MISSION

VISION

ISMA FERGANA BRANCH – THE MULTICULTURAL CENTRE FOR TRANSFERRING THE BEST TRADITIONS, EXPERIENCE AND QUALITY OF EUROPEAN HIGHER EDUCATION AND SCIENCE ENVIRONMENT TO CENTRAL ASIA REGION

MISSION

THE MISSION OF ISMA FERGANA BRANCH COMPLIES WITH THE MISSION OF ISMA UNIVERSITY OF APPLIED SCIENCES:

- ✓ THE FORMATION OF LEADERS AND PROFESSIONALS OF HIGH QUALIFICATION, WHO ARE ABLE TO ENSURE THE TRANSFORMATION AND DEVELOPMENT OF THE NATIONAL ECONOMY THROUGH THEIR KNOWLEDGE, CREATIVE AND INNOVATIVE ACTIVITY AND STRONG SOCIAL RESPONSIBILITY;
- ✓ THE PROVISION FOR OUR STUDENTS' GLOBAL, INTEGRATED AND TRANSFORMATIVE LEARNING EXPERIENCE TO PROMOTE THE ACHIEVEMENT OF THEIR HIGHEST PERSONAL AND CAREER GOALS.

5. ISMA FERGANA BRANCH STRATEGIC AIMS AND OBJECTIVES

ISMA FERGANA BRANCH STRATEGIC AIMS:

- A.1.** To implement the study programmes approved by ISMA Senate and accredited in compliance with the Law on Institutions of Higher Education of the republic of Latvia.
- A.2.** To implement the programmes of professional development and life-long learning approved by ISMA Senate.
- A.3.** To organise seminars, courses, lectures and other activities for the promotion of public education.
- A.4.** To participate in the scientific and research work of ISMA.

ISMA FERGANA BRANCH STRATEGIC OBJECTIVES:

- O.1.** To organise, plan and implement the study and educational process which is in compliance with the requirements of the modern labour market, meets the international standards of quality and is scientifically based.
- O.2.** To form and develop the system of preparation of highly qualified specialists and scientists, which is based on the continuous interaction of education and science, as well as to promote the integration of these specialists and scientists in the international educational and scientific environment.
- O.3.** To foster the development of new higher educational study programmes and training programmes in compliance with the demand of the labour market and students ' needs.
- O.4.** To perform applied research in the specific branches of science and the economy, and to participate in international scientific research projects and grants in cooperation with ISMA Scientific Institute.
- O.5.** To promote and strengthen cooperation in the field of higher education and scientific research with other higher education and scientific institutions, scientific research centres and business innovation centres.
- O.6.** To ensure the process of constant professional improvement of the academic staff.
- O.7.** To regularly inform the society about its activity and the opportunities of obtaining higher education at ISMA and ISMA Fergana Branch.

6. IMPLEMENTATION AND MANAGEMENT OF THE STRATEGY

ISMA Fergana Branch Development Strategy is the ten-year (10 years) planning document which defines its vision and mission as well as the long-term development aims and objectives.

With the purpose of its effective management the Development Strategy of ISMA Fergana Branch is regularly updated - yearly in autumn - with the following evaluation of the achieved progress.