

The Quality Management System		
Registration No. 01-01/1	Development Strategy of Adam university from 2020-2025	No. and date of Order №87a/1-ОД from 17.09.21

«Approved»

Academic Council of the AU

Protocol № 1

from « 17 » september 2021

«Approved by»

Rector of University Adam
associate prof. Sirmbard S.R.



« 20 » October 2022

**DEVELOPMENT STRATEGY OF ADAM UNIVERSITY FROM
2020-2025**

The Quality Management System		
Registration No. 01-01/1	Development Strategy of Adam university from 2020-2025	No. and date of Order №87a/1-ОД from 17.09.21

Content

Introduction	2
1. Analysis of external and internal factors affecting the development of Adam University	
1.1. External factors	3
1.2. External factors	6
2. Adam University's mission, vision and values at the new stage of development	
2.1. Mission	10
2.2. Vision	10
2.3. Values	10
3. Strategic objectives for the period up to 2025.	10

The Quality Management System		
Registration No. 01-01/1	Development Strategy of Adam university from 2020-2025	No. and date of Order №87a/1-ОД from 17.09.21

Introduction

In the 2019-20 academic year, Adam University (hereinafter referred to as the University) completed the implementation of the 2017-2020 Interim Strategic Plan, whereby the institution entered into a fundamentally new phase of its development.

The present Adam University Development Strategy 2020-2025 is developed on the basis of strategic analysis of external and internal factors affecting the University.

External economic, socio-cultural, environmental factors, regional and international trends affecting on the development of education systems at the global and national levels determined the main vectors of the University's strategic development for the planned period. The analysis of the internal situation allowed to form a set of mechanisms for the implementation of new strategic objectives, considering the most effective use of human, financial, methodological and scientific potential of the University, and material and technical base.

The Strategy is developed in accordance with the national strategic and regulatory legal documents, considering the national priorities of the country's development, national priorities in the field of higher education, including:

1. The Law of KR "On Education" from 30.04.2003 (with amendments)
2. The Law of KR "On Science and on the Basis of the State Scientific and Technical Policy" from 16.06.2017 No. 103;
3. National Development Strategy of KR for 2018-2040 approved by the Decree of the President of KR dated 31.20.18 No. 221
4. Program of the Government of the Kyrgyz Republic for the period 2018-2022. "Unity. Trust. Creation" approved by the Resolution of the Parliament of KR from 20.04.2018 No. 2377-VI
5. Digital Transformation Concept "Digital Kyrgyzstan 2019-2023" approved by the KR Security Council Decision No. 2 from 14.12.2018;
6. The Concept of Youth Policy of the KR approved by the Resolution of the Government of the KR from 18.10.2019 No. 562;
7. "Roadmap for the implementation of the Digital Transformation Concept "Digital Kyrgyzstan 2019-2023" approved by the KR Government Order No. 20-r from 15.02.2019.
8. National Development Program of the Kyrgyz Republic until 2026

The Quality Management System		
Registration No. 01-01/1	Development Strategy of Adam university from 2020-2025	No. and date of Order №87a/1-ОД from 17.09.21

1. Analysis of external and internal factors affecting the development of Adam University

1.1. External factors

1.1.1. The main external factors determining the strategic vectors of the University's development at the new stage are following:

- a) Establishment and development of the digital economy;
- b) Globalization of educational space and internationalization of higher education;
- c) Changing requirements for competencies and skills on national, regional and international labor markets;
- d) Increasing competition in the higher education sector at national and regional levels.

1.1.2. The National Development Strategy of the Kyrgyz Republic for 2018-2040 approved by the Decree of the President of the Kyrgyz Republic from 3.10.2018 № 221 states that the complex and rapidly changing economic situation in the world and the region, digital transformation, which has covered the main spheres of social life and sectors of the global economy, the growing pressure of humanity on the Earth's ecosystem, expressed in changes in the global climate and demography, require the formation of a new model of development of the country. The quality and standard of living, human rights and responsibilities are placed in the center of the state policy. The National Development Strategy of the Kyrgyz Republic for 2018-2040 is aimed at creating an environment for human development, unlocking the potential of everyone who lives in our country, and ensuring their well-being.

1.1.3. Due to adoption of the Constitution of the Kyrgyz Republic by referendum on April 11, 2021 and changes in the socio-economic situation in the country, there was adopted the National Development Program of the Kyrgyz Republic until 2026.

1.1.4. Nowadays, the knowledge economy, globalization of production processes, internationalization of business, digital transformation of society lead to the fact that the whole way of human life is changing, value systems, the level of academic and labor mobility, effective development of human potential become the main condition for competitiveness at any level: organization/enterprise, country, region. In the conditions of a new way of life, labor markets are transforming, whole clusters of professions are appearing and disappearing, qualification requirements are radically changing, the need for personnel of a completely new formation, specialists with competencies and skills that allow adapting quickly and at the lowest cost to any new conditions, to any peculiarities of production/services, national or regional peculiarities on the basis of innovative activities is increasing.

The Quality Management System		
Registration No. 01-01/1	Development Strategy of Adam university from 2020-2025	No. and date of Order №87a/1-ОД from 17.09.21

1.1.5. The Kyrgyz Republic should form production, energy, financial, transport and logistics, information, social ecosystems and build a new model of economy based on harmonious coexistence with nature by 2040. In this case, a high degree of diversification of the economy and its integration into the system of international division of labor will be implemented.

1.1.6. The National Program emphasizes that:

- the qualification level of the labor force and the existing system of vocational education and training need further support and development;
- about one third of companies note that the level of training and education of the labor force does not match the market requirements;
- 21% of the officially registered unemployed have higher professional education, but remain unclaimed;
- labor productivity, despite a slight increase, remains the lowest in the Central Asian region;
- about half of young people entering the labor market do not have the cognitive and technical skills necessary to secure a quality job;
- there is a need to introduce the practice of direct interaction between business structures and companies, including state-owned companies, and professional educational institutions;
- the content and methods of vocational training should be relevant and meet the requirements of the time.

1.1.7. Also noted in the National Program that:

- the necessity of auditing all institutions of higher education;
- the necessity to change the principles of financing and tariff formation for education in higher education institutions;
- the necessity to strengthen research activities, without which it is impossible to guarantee the relevance and quality of the transferred knowledge.

The higher education institution science should become an active part of the international scientific community and global and regional scientific research;

- the importance of training university management in marketing and promotion of university science products, as well as modern fundraising technologies to attract extra-budgetary funding sources;
- special training programs should be developed for educators to develop digital skills and knowledge with appropriate technical and methodological support.

1.1.8. Therefore, the system of higher education and each university in these conditions should act as mechanisms that provide not just a formal confirmation of social status, but as a

The Quality Management System		
Registration No. 01-01/1	Development Strategy of Adam university from 2020-2025	No. and date of Order №87a/1-ОД from 17.09.21

basis for building a future successful life in the new realities. The obtained adequate knowledge, skills and competencies should allow graduates to realize their potential in different parts of the world, reaching high steps in the career ladder.

1.1.9. It is particularly important to improve the quality of professional training in line with the country's integration into the Eurasian Economic Union (EAEU).

1.1.10. At the stage of digital transformation, the models of higher education institutions are fundamentally changing, acquiring the following characteristics:

- students must acquire new skills and competencies that will allow them to fully live and work in the new digital reality, successfully build their careers, and develop the digital environment itself;
- educational programs should rapidly reflect and flexibly respond to changes in society;
- the university must be considered as an essential tool for research and practice;
- educational and research programmes have to be highly internationalized, and joint programmes should be developed on the basis of enhanced international cooperation;
- opportunities of digitalization should be used to create new forms of educational services, network university consortiums, new types of educational environment, allowing to provide a higher level of accessibility and quality of educational services of the university.

1.1.11. The main trend in the conditions of globalization and internationalization of modern higher education is increasing competition in the market of educational services. The growth of competition is noted both at the national and international level.

1.1.12. The number of higher education institutions continues to grow in Kyrgyzstan, despite the attempts of the state authorities to curb this phenomenon. The growth in the number of higher education institutions takes place against the background of crisis situations in the economy and low incomes of the population. In conditions of high labor migration, higher education institutions of the Russian Federation play an active role in attracting potential students, offering more favorable social support and opportunities for rapid employment to graduates.

1.1.13. The development of digital technologies may further increase the attractiveness of Russian higher education in the coming years, thereby reducing the potential number of students at national universities.

1.1.14. The important direction of sustainable development in different market segments for the university should be:

- constant investment in the development of the university's reputation and brand;
- diversification of educational products, including their further personalization for students;

The Quality Management System		
Registration No. 01-01/1	Development Strategy of Adam university from 2020-2025	No. and date of Order №87a/1-ОД from 17.09.21

-development of cooperation for horizontal and vertical integration into network communities/consortia of educational service providers of different types (university-university, university-research organization, university-organizations of secondary general or vocational education, university-organizations of additional education, university-business-organizations, etc.), including active interaction on the basis of digital interaction and virtual mobility.

1.2. Internal factors

1.2.1. Adam University (Bishkek Academy of Finance and Economics) is one of the first and dynamically developing private universities in Kyrgyzstan.

1.2.2. The University celebrated its 25th anniversary in 2019. It passed a number of stages in its formation:

- was founded by Inter-Bishkek business company on March 1, 1994 as the International Center for Training and Retraining of Financial and Economic Personnel;
- was one of the first to pass state certification. By the decision of the board of the Ministry of Education, Science and Culture of the Kyrgyz Republic the university was given a new status - Bishkek Financial and Economic Academy (November 28, 1997);
- due to the expansion of the list of educational services in accordance with the regulatory legal documents of the Kyrgyz Republic since 19.08.2016 received the status of a university and renamed "Adam University".

1.2.3. The University pioneered the formation of a new type of economic education in the Kyrgyz Republic based on the introduction of advanced educational technologies and broad international cooperation.

1.2.4. Significant potential of the university is developed in a range of important areas.

1.2.4.1. Significant contribution to the development of multilevel higher education (Bachelor's-Master's) in the Kyrgyz Republic and the transition to credit technologies based on the Credit Transfer and Accumulation System (ECTS). The University from 2005 to 2012 was the only representative of the private sector in the group of pilot universities developing approaches to the formation of new type of higher education programs;

1.2.4.2. Significant contribution at the national level in application of competency-based approach to the formation of educational programs. The University was in the group of 7 and then 12 pilot universities of the republic, testing the formation of educational programs based on the competency-based approach and learning outcomes based on TUNING methodology from 2007 to 2016. Representatives of the University participated actively in the development and expertise of the new State Educational Standards of Higher Education.

The Quality Management System		
Registration No. 01-01/1	Development Strategy of Adam university from 2020-2025	No. and date of Order №87a/1-ОД from 17.09.21

1.2.4.3. The University was at the origin of creation and development of quality assurance systems, introduction of independent accreditation procedures in the Kyrgyz Republic. Representatives of the University actively developed models of internal quality assurance system, and the University was also the first in the Kyrgyz Republic that successfully passed in 2005 the procedure of regional institutional public-professional accreditation and received the golden quality mark CAMEQ.

1.2.4.4. The European Diploma Supplement (Diploma Supplement). The University is one of the 3 universities of the Kyrgyz Republic, which has been issuing the European Diploma Supplement to graduates since 2012 and it is one of the developers of recommendations on its completion for universities of the Kyrgyz Republic.

1.2.4.5. The University has been the only private higher education institution in Kyrgyzstan since 2016 that tested doctoral programs in Economics and Management on the basis of the order of the Ministry of Education and Science of the Kyrgyz Republic, and actively participated on the development and promotion of the legislative and regulatory framework for their further implementation.

1.2.4.6. The University has been actively monitoring and studying the latest eLearning educational technologies since 2014 and is engaged in the transition to large-scale use of information technologies in the educational process, transforming a significant part of educational and organizational activities into a digital format. The existing organizational structure in general allows to ensure the development and implementation of digital innovations:

- The educational department and the Informational department support the awareness of teachers and staff about new technologies and educational approaches, provide group training and individual counseling;
- resource support for the development of e-learning and blended learning programs and services is provided for specific requirements that go beyond traditional training (equipment procurement, software development and implementation, training, etc.);
- the number of courses realized in electronic and blended formats with the support of MOODLE system is approaching 100%, content, assessment and feedback tools are constantly updated and improved. Electronic tools Webex, ZOOM are used for active work with students. A laboratory for creating video courses was created. Continuous professional development of the staff through a series of trainings, individual consultations with the involvement of foreign specialists has been carried out since 2014.

The Quality Management System		
Registration No. 01-01/1	Development Strategy of Adam university from 2020-2025	No. and date of Order №87a/1-ОД from 17.09.21

The University is one of the co-founders of the Kyrgyz Association of Distance Education (KADO), initiator of a number of conferences, seminars and round tables aimed at the development of digital technologies in higher education.

The University, in co-authorship with leading European universities, has developed an educational and methodological manual "E-learning. Guidelines for application and implementation in higher education", which was recommended by the Ministry of Education and Science of the Kyrgyz Republic for use by higher education institutions of the Kyrgyz Republic.

1.2.5. The most important competitive advantage of the University is active cooperation with external partners.

1.2.5.1. The University has extensive partnerships with government agencies, employers, public organizations, and also with universities of Europe, Asia and the USA. Cooperation agreements were concluded with 34 foreign universities.

1.2.5.2. The agreements on implementation of double degree programs were concluded with South-West University Neofit Rylski (Blagoevgrad, Bulgaria) and Baltic International Academy (Riga, Latvia).

1.2.5.3. The university implemented more than 25 international projects, which had a significant impact on the sustainable development of the higher education system (especially business and economic education) in the Kyrgyz Republic.

1.2.5.4. The University is an active participant in national and international associations and networks. The University is one of the first universities which signed the Great Charter of Universities. At the present time the University is a member of the International University Association IUA, Bologna Club of the Russian Federation and others, Asia Pacific Institute for Events Management, Association of Universities of the Kyrgyz Republic, Kyrgyz Association of Distance Education (KADO).

1.2.5.5. The University is the initiator of a number of major conferences on priority issues related to the development of the economy of Kyrgyzstan and the education system of the Kyrgyz Republic.

1.2.5.6. Interaction with national structures and business organizations is an integral part of the university's activities in various directions. At the present moment there are cooperation agreements with more than 50 national partners.

1.2.5.7. At the same time, there are a number of serious constraints affecting on the development of the university.

1.2.5.8. There has been a significant reduction in the number of students recently due to the growing number of universities, including universities offering unreasonable low prices,

The Quality Management System		
Registration No. 01-01/1	Development Strategy of Adam university from 2020-2025	No. and date of Order №87a/1-ОД from 17.09.21

active entry of Russian universities into the higher education market, low income level of the population, lack of sufficient state support in financing higher education programs. There is a decrease in students' interest in business and economic directions, as there is a decrease in the level of school training, the level of knowledge in fundamental disciplines, including mathematics, is seriously decreasing, which reduces the quality of university graduates' training.

1.2.5.9. The reduction of the student contingent in the 2017-18 academic year led to a decrease in the revenue part of the university budget, respectively, to a decrease in its financial and resource capabilities. In order to stabilize the situation for this period, structural changes were implemented: consolidation of a number of subdivisions, reduction of some staff positions with the transfer or consolidation of functions. This situation somewhat slowed down the pace of the planned development of the university. Within the new conditions of increasing investments, establishment of new programs, in particular, active development of the School of Medicine, the University needs to improve its organizational structure and management system.

1.2.5.10. Due to financial constraints in 2018-19, it was difficult for the University to compete with a number of universities in terms of attracting both young and experienced staff. Due to the growing number of universities and the aggravation in the higher education market of the Republic, the competition for qualified specialists will intensify, therefore, a comprehensive program for the development of human resources potential should be developed, including the provision of competitive salaries, professional development, support for research activities, and social support.

1.2.5.11. The recruitment of new faculty and staff for the implementation of new programs requires additional training and professional development efforts, especially in the use of digital tools.

1.2.5.12. Due to the course on diversification of educational products outlined in the previous strategy, it is important to note that the university needs more active establishment of partnerships in new sectors: IT-technology sector, health care sector, including at the international level.

1.2.5.13. Promotion of new educational directions requires significant infrastructural development: establishment of new laboratories, clinical base, etc.

Adam University must accomplish the basic facilities to achieve education and research that is recognized not only nationally, but also regionally and internationally by 2025.

2. Mission and vision of Adam University at a new stage of development

The Quality Management System		
Registration No. 01-01/1	Development Strategy of Adam university from 2020-2025	No. and date of Order №87a/1-ОД from 17.09.21

2.1. The new stage of development of the University's mission is determined by the challenges confronting the University, the system of higher education and the country as a whole.

Mission: To assist society in the sustainable development of social and economic institutions by training competent competitive specialists who are able not only to work effectively in the contemporary changing world, but also to develop it actively.

2.2. **Vision:** Adam University is an effective, stable and dynamically developing non-state university, an active participant of the national and global scientific and educational space, training highly educated, competitive, innovation-oriented specialists.

2.3. Values

The University is guided in achieving its mission by values that are the primary drivers of success and development:

- trust and respect;
- leadership;
- academic freedom and integrity;
- quality and the pursuit of excellence;
- teamwork and partnership;
- innovativeness.

3. Strategic objectives for the period up to 2025.

3.1. The strategic objectives defined by the University fulfill the following criteria:

1. **Sustainable economic and social development** - contribution to the development of national priority areas.

2. **Digitalization** - development of digital skills of students and teachers, implementation of digital technologies to create new educational and research opportunities.

3.2.1. Development of educational programs based on innovative approaches in order to train competent competitive specialists capable not only to work effectively in the modern changing world, but also to actively develop it, including:

- monitoring of labor market requirements, including national, regional and international aspects to identify the most in-demand skills and competencies that ensure the competitiveness of the University graduates;

The Quality Management System		
Registration No. 01-01/1	Development Strategy of Adam university from 2020-2025	No. and date of Order №87a/1-ОД from 17.09.21

- improving the content of modules of educational programs with a focus on global, international and cross-cultural learning outcomes;
- implementation of educational programs using digital tools in synchronous and asynchronous formats, including tools for the development of universal, cross-cultural, professional competencies and skills;
- improvement of the electronic educational environment, development of the university digital platform of services ensuring its effective use;
- personalization of learning and flexibility in studying programs at micro- and macro-levels;
- improving the assessment system using digital tools to ensure fair, reliable and valid assessment results;
- fostering the creation of online communities to promote collaborative learning, contact with external experts, participation in research, and connection with professional communities;
- development of student support and counseling systems through online services and social networks;
- introduction of digital tools in the assessment of students' competencies;
- further development of minor programs, their effective combination in order to expand opportunities for building an individual educational trajectory;
- increasing access to the study of individual modules or segments of educational programs with subsequent certification;
- launching educational programs of additional education for vulnerable groups of population (in particular, for migrants);
- opening of educational programs (secondary/secondary vocational education) to improve the quality of applicants' training;
- strengthening of external evaluation of AOP activities;
- expanding the list of elective courses, including courses in English;
- seeking opportunities for professional certification of graduates;
- strengthening assistance in career planning and development of graduates.

3.2.2. Internationalization of educational programs in order to increase their attractiveness for students from Kyrgyzstan and around the world, including:

- further development of double degree programs in Economics, Management, Business Administration and Tourism with strengthening of e-learning and blended learning components, as well as virtual mobility to increase access of different social groups of students;

The Quality Management System		
Registration No. 01-01/1	Development Strategy of Adam university from 2020-2025	No. and date of Order №87a/1-ОД from 17.09.21

- active involvement of foreign experts from partner universities for cooperation in different formats (course delivery, guest lectures, master classes, academic supervision, etc.) with active use of digital tools;
- attracting foreign experts for external evaluation of both individual elements and educational programs as a whole;
- development of academic mobility of students and teachers (including educational, scientific purposes, professional development, etc.);
- increasing the contingent of foreign students;
- diversification of recruiting countries for international students;
- development of network models of implementation of educational programs of Master's degree and research. Networking implies joint implementation by all partners - higher education institutions, scientific organizations and representatives of the business community
- of strategic plans and activities, within the limits of their available resources;
- strengthening the implementation of partnership agreements, including the search for formats for the implementation of double degree programs.

3.2.3. Partnership development

Partnership will remain a critical component of the University's work during the planning period.

The focus in the development of the partnerships will be:

- supporting established activities, motivation of partners for further cooperation (including government agencies, business sector, social organizations, higher education institutions, donor organizations);
- searching, establishing contacts in new sectors of activity (in particular, in the IT-technology sector and the health sector) both nationally and internationally;
- development of links with schools, NGOs and VET organizations to attract talented young people to study new educational programs;
- further development of the Alumni Association.

3.2.4. Scientific research activity

The main directions of research and development activities for the planned period will be:

- improvement of the system of coordination and increase of the effectiveness of research and innovation activities;
- development of partnership relations, networking and internationalization of research;
- increasing publication activity and improving the image of the university;
- improvement of innovation activity;
- development and improvement of the university journal rating;

The Quality Management System		
Registration No. 01-01/1	Development Strategy of Adam university from 2020-2025	No. and date of Order №87a/1-ОД from 17.09.21

- intensification of activities on the use of peer-reviewed abstract and scientometric databases.
Key research priorities - digital economy, creative technologies in business and tourism, financial security, biosafety and environmental biotesting, environmental and health issues.

3.2.5. Staff and student development

Development of human resource potential is a necessary condition for stable and effective functioning of the university. Considering the diversification of educational services and growth of the student contingent, strengthening of requirements not only to professional characteristics, but also to foreign language skills, computer culture, leadership qualities, etc., a comprehensive program of personnel support and development will be created, including:

- development of a new personnel policy;
- development of a rating system for assessing the performance of teaching staff;
- establishing a stable staff composition of the new structural units of the University (managerial and scientific-pedagogical);
- attracting the most qualified managers, professors and teachers on the basis of individual contracts by creating attractive financial conditions and improving the motivation system for employees
- raising professional qualification requirements for teaching staff (including foreign language proficiency requirements), administrative, managerial and educational support staff;
- continuous professional development based on individual plans;
- improving the system of support for career development and professional development through Master's degree programs, PhD, internships;
- attracting young staff and the creation and development of a school of pedagogical excellence in connection with the increase in the number of young teachers;
- expanding the involvement of practitioners (representatives of business, industry, government agencies, research organizations, etc.) in educational and scientific activities using various formats (including online format);
- assistance in research activities,
- attracting foreign teachers using various formats (including online format);
- improving social support for staff and students;
- counseling on career development, training and employment;
- creating programs for supporting gifted students;
- organizing counseling for graduates on passing professional exams.

3.2.6. Development of management system

The Quality Management System		
Registration No. 01-01/1	Development Strategy of Adam university from 2020-2025	No. and date of Order №87a/1-ОД from 17.09.21

Active growth of the University at the new stage entails continuous improvement of the management structure, formation of new divisions and job positions in accordance with the emergence/expansion of functions. Therefore, there will be realized in the planned period:

- continuous adaptation of the organizational structure;
- creation and active development of structures for the development of the quality assurance system (creation of a department);
- clarification of authority and responsibility, optimization of staff job descriptions;
- improvement of the electronic management and documentation system.

3.2.7. Improvement the quality of education

The University confirms its commitment to the continuous improvement of the quality of education and considers it as the foundation and the main condition for increasing competitiveness at all stages:

- competitiveness of graduates in the national and international labor markets;
- competitiveness of the university itself in the markets of educational services;
- competitiveness of the state in the international arena.

Improving the quality of education will be realized through:

- improvement of the monitoring system of all processes of the University;
- institutional and program national and international accreditation of the University;
- analyzing the requirements for QMS certification of various systems (ISO, EFQM and others) to make a decision on certification in accordance with the requirements of national legislation;
- certification of the quality management system;
- revision (expansion) of the UA Quality Assurance Policy on the basis of the inventory, taking into account external and internal quality assessment mechanisms;
- systematization of information sources on identified non-conformities;
- formation of the methodology for identification and assessment of risks, including formation of criteria for assessment of efficiency and effectiveness, procedure for analysis and use of its results in improvement of activity;
- clarification of risks, analysis and recommendations on their minimization in the risk management system;
- redistribution of income and expenditure items in the event of force majeure on the implementation of strategically important projects;
- defining the goals of innovative development and target indicators of their achievement, responsible for the realization of innovation management;

The Quality Management System		
Registration No. 01-01/1	Development Strategy of Adam university from 2020-2025	No. and date of Order №87a/1-ОД from 17.09.21

- establishing a system of innovation incentives;
- development of the university branding strategy in different educational markets.

3.2.8. **Development of multicultural environment**

The University will continue to create and develop comfortable conditions for students, teachers, researchers from different countries through:

- further active participation in international projects;
- invitation of highly qualified specialists from different regions of the world;
- active development of international internships, bilateral exchange courses (including digital format).

3.2.8. **Development of material base**

The University's material and technical base needs to be radically renewed in order to support and implement educational programs based on innovative approaches, considering fundamentally new educational directions.

Stage 1 (intermediate) - equipping a modern campus with 7 computer classes with Internet access, anatomical hall with phantom and simulation equipment, interactive anatomical table "Pirogov", physical, chemical, microbiological, biochemical, histological, cytological laboratories, lecture rooms for 750 seats, classrooms for practical training, equipped with medical models and moulages - 2021.

Stage 2 - development and implementation of the project of a full-scale university campus, including an educational building for 5,000 students, dormitories, a university clinic, a sports campus - 2025

3.2.9. **Risks and measures for mitigation risks**

The implementation of the strategy requires the analysis of risks that can reduce the degree of fulfillment of strategic objectives.

Socio-political risks: risks associated with possible changes in the structure of public administration, state priorities and, as a consequence, changes in priorities in the field of education and science.

The degree of influence is low, the probability of threats is low.

Measures - consideration of risks in the formation of operational plans.

Organizational and legal risks: risks associated with changes in the regulatory framework, licensing and other requirements.

Degree of influence - high, probability of threats - medium:

The Quality Management System		
Registration No. 01-01/1	Development Strategy of Adam university from 2020-2025	No. and date of Order №87a/1-ОД from 17.09.21

Measures - continuous analysis of changes in the regulatory framework, active participation in the development of regulatory documents, active orientation to international/regional indicators.

Economic and financial risks: deterioration of the economic situation in the country, decrease in the solvency of students.

Degree of influence - high, probability of threats - high.

Measures - diversification of funding sources, diversification of educational services and student contingent.

Sociocultural risks: decrease in the level of students' training, insufficient language, digital and other instrumental skills of applicants.

Degree of influence - high, probability of threats - high.

Measures - intensification of work with secondary education organizations, identification of the most prepared students, increase of the average score of GPA, organization of additional classes to improve instrumental skills.

Organizational and management risks: errors in marketing, personnel policy of the university, insufficient development of material and technical base and digital resources.

The degree of influence is average, the probability of threats is average.

Measures - strengthening of analytical and predictive component in planning, strengthening of monitoring and periodic external evaluation to adjust activities.