TSUL

STRATEGY 2030

Development Strategy of Tashkent State University of Law for 2026–2030

2026 2027 2028 2029 **2030**



Table of contents

Our Identity 3

Introduction 4

Our Mission 6

Our Vision 7

Our Values 8

Our Strategic Objectives 9

01 Advanced Legal Education and Competitive Legal Professionals 10

02 Integration of Education, Research and Practice 12

03 International Cooperation and Enhancing the Global Academic Standing of National Jurisprudence 14

04 A Research Community with Strong Academic Capacity 16

05 University 5.0, Sustainable Development and Digitalisation 18

06 Key Performance Indicators 20

07 Managing Changes in the External Environment and Strategic Risks 22

Our Identity

01 Tashkent State University of Law is a leading educational institution that laid the foundations for the national legal education system of independent Uzbekistan from the earliest years of the country's independence.

02 Tashkent State University of Law is a higher education institution that has played a significant role in providing the legal framework for Uzbekistan's transition from a centrally planned to a market economy and has made a substantial contribution to the country's legal and economic transformation.

03 Tashkent State University of Law is a leading centre for modern legal education in Uzbekistan and a foundational, forward-looking higher education institution in the field of law.

04 Tashkent State University of Law is the base higher education institution for legal research, with scientific councils operating in almost all branches of legal science.



Introduction

Building on its longstanding institutional experience and established research capacity, Tashkent State University of Law (hereinafter "TSUL" or the "University") has developed its medium-term Development Strategy for 2026–2030 (hereinafter the "Strategy"). The Strategy has been prepared primarily on the basis of Presidential Decree No. PF-232 of 26 November 2025, "On Measures to Further Reform Legal Education and Legal Science in the Republic of Uzbekistan", as well as other relevant regulatory legal acts concerning the development of legal education, legal scholarship and higher education in the country. It sets out the University's mission, vision, values, priority areas and strategic objectives for 2026–2030.

Rapid changes in the global political, legal and social landscape, emerging international trends and the evolving needs of society present new challenges for higher education. Against this backdrop, the Strategy reflects the University's commitment to continuous improvement, innovation-driven development and international integration. It does more than define future goals and tasks: it brings together the University's existing strengths and pressing needs within a coherent strategic approach.

The University community and relevant stakeholders were actively involved in developing the draft Strategy. Their proposals and comments were carefully considered and incorporated. Accordingly, the objectives and tasks set out in the Strategy reflect the shared vision, priorities and aspirations of the University community and its stakeholders for future development.



Introduction

The Strategy's principal objectives are to advance the University's academic and institutional capacity to a new level; move beyond the model of an institution focused primarily on teaching towards an academic university built on the integration of education, research and practice; introduce democratic and collegial principles of academic governance; and strengthen the role of the Council of Professors and collegial academic governance. Another important objective is to place among the world's top 1,000 universities in the QS subject ranking for Law by 2030. Achieving these objectives will require a fundamental improvement in the quality of legal education, greater effectiveness and practical impact of research, consistent implementation of the University 5.0 concept, and the integration of social impact, legal ethics, compliance and anti-corruption principles into all aspects of University activity.

The priorities for strategic development have been determined through a comprehensive analysis of the University's existing academic and research capacity, educational outcomes, research performance, standing in the international academic community and labour market needs. In this respect, the medium-term Strategy provides a solid foundation for strengthening the University's national and international reputation, improving the quality of education and research, and developing the University into a modern, competitive and internationally integrated centre for legal education and scholarship.

> The Strategy is also significant because it not only establishes development priorities through 2030 but also provides an important basis for preparations for the University's 40th anniversary, to be celebrated in 2031.



Our Mission

Tashkent State University of Law provides an inclusive environment for its entire community in which creativity and innovation are encouraged, equality and respect are upheld, and collaboration is valued.

By delivering high-quality education responsive to the demands of a rapidly changing world and incorporating internationally recognised fundamental and applied research findings into teaching, the University lays a strong foundation for the success of its graduates and other stakeholders.

> Educating legal professionals who possess sound knowledge, a broad outlook and the capacity to adapt to change, who place the interests of society and the state above personal interests, and who uphold justice as a paramount value provides a strong foundation for the development and future of New Uzbekistan.





Our Vision

What kind of university do we aspire to be by 2030?

A modern, globally recognised university of law founded on the close integration of education, research and legal practice; committed to academic freedom, collegial governance and democratic principles in education; and at the forefront of innovation and international cooperation.

Our Values

TSUL is guided by six core values in all its activities.

01 Justice

Justice is one of TSUL's most important values and an integral principle of the University's teaching, research, governance and daily operations. We strive to treat all individuals and groups impartially, equally and fairly, and to uphold the principles of justice consistently in our decisions and actions.

02 Responsibility

Responsibility means providing students with high-quality legal education, preparing them to become competent and accomplished legal professionals, and caring about their future and professional development. We recognise our profound responsibility for the outcomes of our work, our students' education and their future success.

03 Diversity

Diversity means welcoming people from different backgrounds and with different experiences and perspectives. We value the individuality of every person and enrich our educational and academic environment through a plurality of viewpoints.

04 Collaboration

Collaboration means working together in the University's interests, sharing challenges and achievements, and striving side by side towards common goals. We work on the basis of mutual trust, support and collective responsibility.

05 Creativity and Excellence

Creativity and excellence mean openness to change and new opportunities, support for innovative ideas, and a firm commitment to continuously improving teaching, research and every aspect of University activity. We strive for outstanding results and seek new ways to make use of existing opportunities.

06 Respect

Respect means treating every person with dignity and regard for their rights, fostering kindness and mutual understanding, valuing different perspectives, and creating an environment in which positive and healthy relationships can flourish.



Our Strategic Objectives

The University's strategic objectives embody its mission, values and long-term development vision, as well as the priorities for developing legal education and legal scholarship in the Republic of Uzbekistan. In addition to defining the University's strategic tasks through 2030, they are intended to lay a strong foundation for its longer-term development.

The strategic objectives are organised around the following priority areas:

01 Advanced Legal Education and Competitive Legal Professionals p. 10

02 Integration of Education, Research and Practice p. 12

03 International Cooperation and Enhancing the Global Academic Standing of National Jurisprudence p. 14

04 A Research Community with Strong Academic Capacity p. 16

05 University 5.0, Sustainable Development and Digitalisation p. 18

06 Key Performance Indicators for the Implementation of the Strategy p. 20

07 Managing Changes in the External Environment and Strategic Risks p. 22

Progress towards the objectives and tasks under these priorities will be assessed regularly using qualitative and quantitative indicators. Strategic performance will be monitored against the University's principal performance indicators, established effectiveness criteria and the outcomes envisaged by 2030.



STRATEGIC OBJECTIVE **01**

Advanced Legal Education and Competitive Legal Professionals

Tashkent State University of Law will:

01 Develop student-centred, practice-oriented education, equipping students with practical and professional skills alongside theoretical knowledge through the integration of research and practice, while taking account of students' views and initiatives;

02 Introduce degree programmes that meet international standards and the demands of a rapidly changing world; further develop existing programmes, including those specialising in Digital Law and fundamental branches of law; and continuously improve the credit-module system, clinical legal education and dual education mechanisms;

03 Enhance the competitiveness and employment prospects of the legal professionals it trains by developing competencies aligned with labour market and employer needs, including project management, problem-solving, critical thinking and teamwork;

01 Advanced Legal Education and Competitive Legal Professionals

04 Create extensive academic and professional opportunities for students, expanding access to practical training, internships and professional experience in legal clinics, courts, law enforcement agencies, law firms, businesses and other professional organisations;

05 Advance digital and innovative forms of education and establish the effective, safe and responsible use of artificial intelligence, digital learning platforms, AI Tutor and other advanced technologies in teaching;

06 Foster a supportive academic environment for students' scholarly, social and professional development; support their initiatives and research; expand participation in international competitions and moot court competitions; and systematically use student feedback as an important source of educational quality improvement;

07 Strengthen student support services, improve mechanisms for academic, financial and psychological assistance, and create favourable conditions for high-quality education and well-rounded development.





STRATEGIC OBJECTIVE **02**

Integration of Education, Research and Practice

Tashkent State University of Law will:

01 Introduce an academic model based on the integration of education, research and practice. This integration will be achieved by continuously enriching curricula with research findings, engaging students in research and practice-oriented projects, and directing the University's research capacity towards legal education and the resolution of legal challenges facing the country;

02 Progressively introduce a dual education system, develop curricula in cooperation with employers, and enhance students' professional competencies and competitiveness in the labour market;

03 Build the organisational, instructional and methodological capacity of host organisations to deliver practical training, develop a common methodological approach, practical training standards and mentoring mechanisms for the University and its partners, and establish a system for jointly monitoring and evaluating educational and practical training outcomes;

02 Integration of Education, Research and Practice

04 Establish institutional mechanisms for translating research findings into practice, organise targeted research addressing pressing legal issues, and regularly develop evidence-based proposals for anticipating and preventing legal risks;

05 Identify and analyse systemic problems in education on a research-informed basis, evaluate the effectiveness of advanced teaching technologies, and improve curricula, teaching methods and assessment systems in light of research findings;

06 Develop a new generation of scholarly and educational publications based on contemporary research achievements, national legal practice and advanced international experience, and improve the system for publishing them to strengthen the integration of education, research and practice.





STRATEGIC OBJECTIVE **03**

International Cooperation and Enhancing the Global Academic Standing of National Jurisprudence

Tashkent State University of Law will:

01 Expand strategic partnerships with leading foreign universities and research centres, and develop joint educational programmes, collaborative research and academic exchanges;

02 Strengthen the University's international academic reputation by taking effective measures to increase the participation of academic staff and researchers in prestigious international journals, conferences and scholarly platforms;

03 Actively promote Uzbek law in the international academic and legal community through research projects that communicate the distinctive features of national legislation and legal reforms to foreign researchers, experts and the wider international scholarly community;

03 International Cooperation and Enhancing the Global Academic Standing of National Jurisprudence

04 Strengthen regional research cooperation on the laws of Central Asian and Turkic states and reinforce TSUL's academic role in the region through joint research, international conferences and expert platforms;

05 Increase the University's international recognition and academic competitiveness by consistently implementing international accreditation requirements and achieving and sustaining strong results in prestigious global rankings.





STRATEGIC OBJECTIVE **04**

A Research Community with Strong Academic Capacity

Tashkent State University of Law will:

01 Pursue the transition towards a research university model in which research is developed as a core institutional activity rather than an additional responsibility of academic staff. To this end, it will create the academic conditions necessary for research, establish sustainable research teams and continuously strengthen their methodological capacity;

02 Attract highly qualified national and international academic staff and researchers, providing a modern research environment and professional development opportunities to continually enhance their academic and professional capabilities;

03 Expand academic mobility and international knowledge exchange, supporting academic staff and researchers in undertaking placements and conducting research at foreign universities, research centres and international organisations;

04 A Research Community with Strong Academic Capacity

04 Encourage research and improve its quality and impact, increase academic staff participation in international scholarly publications, and support the development and implementation of grant-funded projects;

05 Develop research centres and academic schools, support early-career researchers, strengthen traditions of academic mentorship, and systematically incorporate research findings into teaching, legislative improvement and legal practice;

06 Promote the practical application and commercialisation of research outputs, expanding commissioned research, expert research services and research-based developments in cooperation with government bodies, businesses and other interested organisations;

07 Ensure consistent adherence to the principles of academic freedom, research ethics, academic integrity and professional responsibility, and develop and implement effective mechanisms to foster high academic standards, openness and a culture of collaboration within the research community.





STRATEGIC OBJECTIVE **05**

University 5.0, Sustainable Development and Digitalisation

Tashkent State University of Law will:

01 Consistently implement the University 5.0 concept, integrating education, research, innovation and social responsibility within a unified framework and strengthening the University's practical contribution to societal development by expanding access to legal assistance;

02 Develop a new campus as a modern, sustainable educational environment meeting international standards, with a view to improving educational quality, research effectiveness, academic collaboration and the student learning environment;

03 Ensure institutional and financial sustainability through the efficient use of available resources, the attraction of new funding sources, support for innovative projects and the integration of principles arising from the United Nations Sustainable Development Goals into University operations;

05 University 5.0, Sustainable Development and Digitalisation

04 Strengthen an open, transparent and effective governance environment, improve academic and collegial governance mechanisms, uphold democratic principles in education, and promote digital tools, transparency, accountability and participation in decision-making;

05 Strengthen the University's brand by widely promoting its research achievements, academic values and contribution to societal development at national and international levels;

06 Accelerate the University's digital transformation and expand the effective and responsible use of artificial intelligence, LegalTech and other advanced digital technologies in education, research, governance and legal services;

07 Develop a unified digital university infrastructure, integrating electronic learning platforms, intelligent information systems, the digital library and legal databases, and strengthening data-driven governance.



06 Key Performance Indicators for Strategy Implementation

Implementation of the priorities established in the Strategy will be assessed using the following key performance indicators (KPIs). Specific target values for these indicators will be set out in the annual action plans developed to implement the Strategy.

01 Advanced Legal Education and Competitive Legal Professionals

1.1	Proportion of educational programmes/courses incorporating practice-oriented learning
1.2	Number of fields of study in which credit-module, clinical and dual education mechanisms have been introduced
1.3	Graduate employment rate
1.4	Proportion of students participating in practical training, internships and professional experience opportunities
1.5	Proportion of students using digital learning platforms and AI Tutor
1.6	Proportion of students using support services (academic, financial and psychological)
1.7	Number of students participating in international competitions and moot court competitions

02 Effective Research and Integration of Research with Practice

2.1	Number of published fundamental and applied research works
2.2	Number of research findings incorporated into legislation and legal practice
2.3	Number of early-career researchers working within research centres and academic schools
2.4	Number of commissioned research and expert research projects



06 Key Performance Indicators

03 International Cooperation and Enhancing the Global Academic Standing of National Jurisprudence

3.1	Number of active joint educational and research programmes with foreign universities/research centres
3.2	Number of staff participating in international journals, conferences and scholarly platforms
3.3	Number of research projects promoting Uzbek law to the international academic community
3.4	Number of joint research projects and conferences on the laws of Central Asian and Turkic states
3.5	Positions in international rankings and number of accreditations obtained

04 A Research Community with Strong Academic Capacity

4.1	Proportion of academic staff holding internationally recognised academic qualifications or possessing international experience
4.2	Number of international scholarly publications and grant projects secured
4.3	Number of doctoral researchers affiliated with academic schools and their completion rate
4.4	Number of academic staff undertaking placements at foreign universities/research centres
4.5	Number of academic integrity cases reviewed and resolved

05 University 5.0, Digitalisation and Sustainable Institutional Development

5.1	Number of integrated initiatives implemented under the University 5.0 concept
5.2	Proportion of digitalised education, research, governance and legal services
5.3	Number of interconnected digital systems (electronic platforms, libraries and databases)
5.4	Degree of implementation of collegial governance mechanisms
5.5	Proportion of funding from extra-budgetary sources
5.6	Degree of achievement of annual targets relating to environmental and social sustainability principles
5.7	Degree of completion of new campus construction phases

07 Managing Changes in the External Environment and Strategic Risks

The University's strategic development will take account of changes in the legal services market, increasing competition in legal education, international economic integration, the growing influence of foreign legal experience and advances in artificial intelligence. These factors may alter the requirements of the legal professions, increase demand for particular competencies and transform traditional forms of professional practice.

Accordingly, the University identifies adapting educational programmes to labour market needs, developing new and emerging legal specialisations, building competencies in digital technologies and regularly assessing strategic risks as priorities. Relevant risks, monitoring indicators and mitigation measures will be recorded in a separate strategic risk register.





TASHKENT STATE UNIVERSITY OF LAW

TSUL STRATEGY 2030