*A High-Standard Institutional Framework Aligned with Global University Best Practices*

**Approved by:** Rector of TSUULL
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*Policy originally adopted in* **2016.**
*Most recently reviewed and updated in* **2025**
*The policy is reviewed* **annually.**

# 1. Purpose and Strategic Vision

As a leading institution in Uzbekistan and an emerging regional hub for linguistics, culture, and digital humanities, TSUULL recognizes that meaningful engagement with local stakeholders is a strategic necessity. In line with global best practices of top universities, this policy establishes formal procedures for **identifying, evaluating, engaging, and governing institutional partnerships** with local stakeholders. TSUULL's engagement philosophy is based on four pillars consistent with international criteria used by Top 100 universities:

## (1) Societal Impact

Partnerships must contribute to education, culture, social wellbeing, and innovation in Uzbekistan.

## (2) Accountability & Transparency

Governance must be clear, ethical, and evidence-driven.

## (3) Inclusive and Participatory Partnerships

Stakeholders from diverse communities must be engaged—including women, youth, vulnerable populations, cultural communities, and civil society actors.

## (4) Strategic Alignment with Global Agendas

Engagement activities must support:
- **SDG 4: Quality Education**
- **SDG 5: Gender Equality**
- **SDG 8: Decent Work & Economic Growth**
- **SDG 11: Sustainable Cities & Communities**
- **SDG 17: Partnerships for the Goals**

This policy elevates TSUULL to global standards of engagement comparable to institutions within the **THE Top 100**.

# 2. Scope of the Policy

This policy applies to the entire university community, including:
- Rectorate and Vice-Rectorates
- Academic departments
- Research centers and laboratories
- International & Public Relations Offices
- Career Center
- Innovation, digitalization, and outreach units
- All faculty, staff, students, and project teams engaging with external entities

This ensures institutional coordination and avoids fragmentation—meeting international expectations for whole-of-institution engagement governance.

# 3. Guiding Principles (Aligned to Global Benchmark Institutions)

TSUULL adopts principles consistent with Tokyo University, Melbourne University, IU Bloomington, and Leiden University:

### 3.1 Ethical and Responsible Engagement

Partnerships must reflect TSUULL's values, integrity, and commitment to public good.

### 3.2 Evidence-Based Decision-Making

Engagement decisions must be informed by stakeholder analysis, institutional priorities, and documented need.

### 3.3 Sustainability and Long-Term Value

TSUULL prioritizes partnerships that build ongoing capacity, not one-off events.

### 3.4 Reciprocity and Co-Creation

Partnerships must involve shared development, shared benefits, and shared responsibilities.

### 3.5 Cultural Respect and National Relevance

Engagement must respect Uzbekistan's cultural heritage, linguistic identity, and national educational aspirations.

# 4. Categories of Local Stakeholders (with Global-Standard Definitions)

### 4.1 Governmental & Public-Sector Stakeholders

Ministries, agencies, municipalities, cultural and heritage institutions.

### 4.2 Academic & Scientific Stakeholders

Universities, academies, research institutes, libraries, and cultural repositories.

### 4.3 Cultural, Media & Creative Industry Partners

Publishing houses, media organizations, arts councils, creative industry centers.

### 4.4 Industry & Employers

IT firms, translation agencies, marketing agencies, public organizations, tourism authorities.

### 4.5 Civil Society, Community & Non-Profit Organizations

Women's organizations, youth councils, NGOs, social service groups, and literary unions.

### 4.6 International Cooperation Mechanisms

Embassies, cultural centers, Erasmus+ NEO, SPHERE, HERE Experts, development partners.
This classification aligns with OECD / UNESCO and QS "Third Mission" frameworks.


## 5. Procedures for Identifying Stakeholders

TSUULL uses a **three-tier identification model**:

### 5.1 Institutional Needs Assessment

Departments and research groups analyze:
- academic program relevance,
- labour market trends,
- cultural needs,
- national policy priorities.

### 5.2 Strategic Mapping of Stakeholders

The International Office maintains a continuously updated database with:
- stakeholder profiles,
- engagement history,
- strategic value,
- risk assessment.

### 5.3 Consultation with Sector Experts

TSUULL engages with:
- ministry advisors,
- industry associations,
- alumni networks,
- cultural councils.

### 5.4 Review for Alignment with TSUULL Priorities

Stakeholders are assessed for:

- educational fit,
- cultural appropriateness,
- social contribution,

- equity and diversity impact.

# 6. Engagement Procedures (Top 100 Standard)

## 6.1 Preliminary Evaluation

Stakeholder reputation, governance stability, and social impact potential.

## 6.2 Formal Engagement Mechanisms

- MoUs,
- partnership agreements,
- advisory roles,
- co-developed initiatives.

TSUULL currently maintains **105+ active MoUs** with local and foreign institutions.

## 6.3 Appointment of External Advisors & Council Members

External experts may serve on:
- curriculum committees,
- quality assurance panels,
- research councils,
- cultural diplomacy boards.

## 6.4 Co-Implementation of Programs

Partners collaborate on:
- internships and apprenticeships,
- research projects,
- public education programs,
- cultural heritage preservation,
- literary and linguistic initiatives,
- digital humanities projects.

## 6.5 Conflict of Interest Management

All partnerships are reviewed by the "Ethics & Compliance Committee" to ensure integrity.

# 7. Monitoring, Evaluation, and Reporting

TSUULL conducts **annual impact audits** aligned with:
- THE Impact Rankings methodology
- QS Third Mission indicators
- SPHERE/HERE monitoring frameworks

## The university assesses:

- student and community benefits,
- cultural and educational impact,
- gender-inclusivity outcomes,
- research contributions,

- employment and internship outputs.

Departments submit yearly engagement reports, which feed into:
- TSUULL Annual Impact Report
- SDG Performance Dashboard
- Ministry reporting
- International accreditation documents

# 8. Responsibilities and Governance

### 8.1 Vice-Rector for Research, Innovation & International Cooperation

Overall oversight, policy alignment, inter-sector coordination.

### 8.2 Deans & Department Heads

Initiate, document, and evaluate stakeholder activities.

### 8.3 International Relations Office

Formal agreements, compliance, and monitoring.

### 8.4 Career Center

Industry partnerships, job placement pathways, employer engagement.

### 8.5 Legal & Compliance Division

Oversight of contractual, ethical, and reputational factors.

This governance structure aligns with top universities' stakeholder frameworks.

# 9. Alignment with TSUULL Strategic Mission and Uzbekistan's National Priorities

This policy supports:
- Uzbekistan's **Education Sector Development Strategy 2030**,
- The **National Strategy for Gender Equality**,
- The digitalization and innovation agenda,
- Regional cultural diplomacy efforts.

TSUULL's external engagement is central to:
- strengthening research capacity,
- cultural and linguistic preservation,
- student employability,
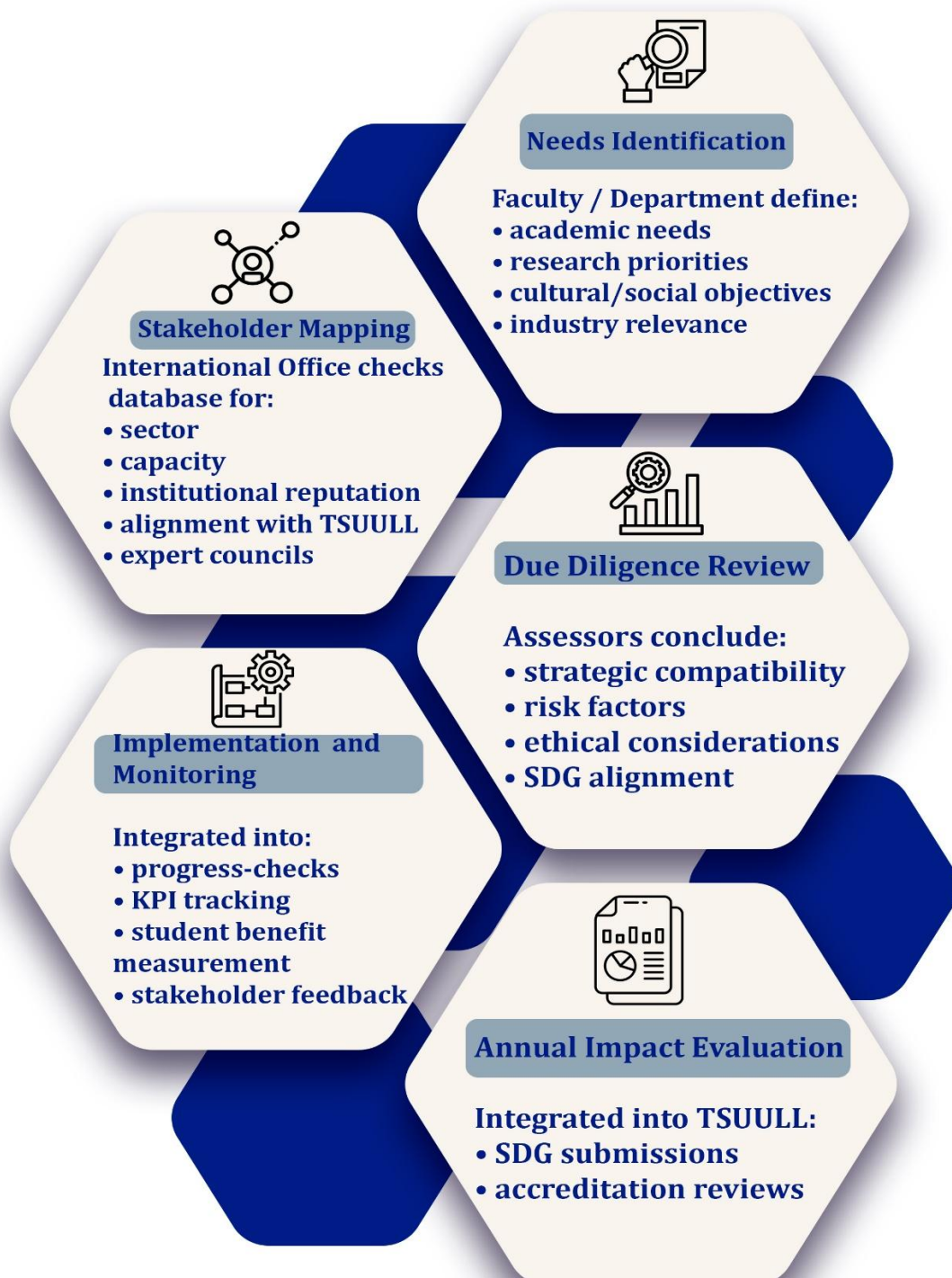- national development,
- global visibility.

# 10. Conclusion

This policy positions TSUULL as a **world-standard institution** with a structured, ethical, and forward-looking approach to stakeholder engagement.

It ensures that TSUULL's relationships with government, culture, industry, and community are:

- strategic
- impactful
- transparent
- mutually beneficial
- aligned with global excellence standards

# TSUULL STAKEHOLDER ENGAGEMENT WORKFLOW

### Needs Identification

Faculty / Department define:
- academic needs
- research priorities
- cultural/social objectives
- industry relevance

### Stakeholder Mapping

International Office checks database for:
- sector
- capacity
- institutional reputation
- alignment with TSUULL
- expert councils

### Due Diligence Review

Assessors conclude:
- strategic compatibility
- risk factors
- ethical considerations
- SDG alignment

### Implementation and Monitoring

Integrated into:
- progress-checks
- KPI tracking
- student benefit measurement
- stakeholder feedback

### Annual Impact Evaluation

Integrated into TSUULL:
- SDG submissions
- accreditation reviews

# ENGAGING LOCAL STAKEHOLDERS

The university adopts a systematic approach to identify, prioritize, and engage with local stakeholders, ensuring effective, inclusive, and mutually beneficial partnerships.

**Identify**
**Analyze community needs to identify key stakeholders**

**Prioritize**
**Evaluate stakeholders' impact and alignment with university's goals**

**Engage**
**Develop tailored outreach and collaboration initiatives**

**Review**
**Monitor and assess the effectiveness of partnerships**

# ENGAGING LOCAKEHOLDERS
## POLICY

**Identify**
Identify both public and private stakeholders through the local community

**Consult**
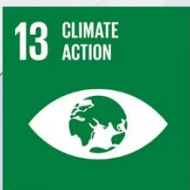Regular communication with stakeholders through surveys, forums, and other platforms

**Prioritize**
Determining key stakeholders relevant to university strategic objectives

**Monitor**
Evaluating policy effectiveness through periodic stakeholder analysis & updates

# SDG ALIGNMENT

**13 CLIMATE ACTION**

**11 SUSTAINABLE CITIES AND COMMUNITIES**

**SDG 4**
Adopt is inclusive, participatory, and open engagement practices

**SDG 11 – Sustainable Cities and Communities**
Inclusive and sustainable community development

# STAKEHOLDER CATEGORIES

## Government
- Local authorities
- Public agencies

## Private Sector
- SMEs, corporations
- Business associations

## Civil Society
- NGOs, schools, cultural organizations

## Academic Sector
- Educational institutions
- Research centers

# SDG ALIGNMENT


6 CLEAN WATER AND SANITATION

### SDG 6
Adopt inclusive, participatory and open

Integrate inclusive and sustainable community development

2024 – Establish targeted engagement strategy
2026 – Integrate engagement initiatives
2028 – Regular assessment
2030 – Evolution