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RESEARCH POLICY

TAJIK NATIONAL UNIVERSITY FOR THE PERIOD OF 2021-2025 YEARS

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INTRODUCTION

Mission. Tajik National University, as a principal educational and scientific center of the Republic of Tajikistan, contributes to the development of education, research and technology. The mission of the university is to form and develop national human capital - competitive and specialists in-demand for the national and international labor markets, and to encourage in succeeding the strategic goals of the national economy by transferring and increasing knowledge.

Vision. Preservation and strengthening role and position of the leading educational and scientific center of the Republic of Tajikistan. Strengthen the position of the university in the TOP-5 universities in the Central Asian region.

Purpose: Transformation from classical university into Research University

Target guidelines for TNU development:

Increasing the efficiency of scientific and innovative activities in priority areas of development of science and technology in the Republic of Tajikistan.

TNU development strategy for the period 2021-2025 reflects the main trends in the development of higher education in the world and in the country, meets the requirements of the socio-economic development of the Republic of Tajikistan, «National Development Strategy of the Republic of Tajikistan for the period up to 2030», innovative reform of education and science in the context of the «National Concept of Education in the Republic of Tajikistan», "Concept for the development of vocational education in the Republic of Tajikistan", "Strategy of the Republic of Tajikistan in the field of science, technology and innovation for the period up to 2030", the Plan Act for 2020-2025 on the implementation of the announcement of 2020-2040 Twenty years of study and development of natural, exact and mathematical sciences in the field of science and education, 2020-2040" and etc.

To achieve the goals set, the following tasks are expected to be solved in the field of scientific research:

- ✓ development and improvement of the quality of research and innovation activities;
- ✓ advance renewal of equipment and instrumental base of research laboratories of mechanics and mathematics, physics, chemistry, biological, geological, pharmaceutical and medical faculties, as well as the Research Institute;
- ✓ expansion of international scientific cooperation;
- ✓ increasing funding for scientific research;
- ✓ stimulating greater commercialization of scientific research.

I. University today

TNU in the XXI century has strengthened its leadership in the system of higher education of the Republic of Tajikistan, forms the image of the university education of the republic, implements a system of continuous professional education, expands educational programs of a specialist and bachelor's degree, implements educational programs for master's and doctoral PhD programs, trains specialists for many sectors of the national economy as well as for the countries of Central Asia, the CIS and the SCO. TNU has introduced a credit training system that corresponds to the Bologna system for the following educational programs:

- Bachelor's degree - 120
- Specialty - 5
- Master's programs - 84
- PhD doctoral studies - 103.

Research activities of the university in priority areas have been established at 19 faculties: mechanics and mathematics, physics, chemistry, biological, geological, pharmaceutical, medical, historical, legal, economics and management, accounting and digital economy, financial and economic, philological, journalism, Russian philology, languages of Asia and Europe, philosophy, international relations and the joint faculty of TNU and universities of the Republic of Belarus, which unite 118 departments, incl. 111 specialized departments and 7 university-wide.

At TNU also function research and development departments:

- ✓ Research Institute
- ✓ Institute for Advanced Training of Teachers of Higher Educational Institutions of the Republic of Tajikistan
- ✓ Technological Park.

TNU also has:

- ✓ Scientific library (more than 1 million copies of books, magazines and newspapers, of which more than 910 thousand books, including 1672 ancient manuscripts);
- ✓ 14 research laboratories;
- ✓ Centre for Biotechnology;
- ✓ Centre for publishing, printing and translation;
- ✓ Centre for Sociological Research and Monitoring;

TNU owes its success to the highly qualified teaching staff, of which it is justifiably proud. The scientific and pedagogical potential of TNU is represented by 1,625 teachers, incl. 1,310 full-time teachers, of which:

- ✓ 12 academicians of the National Academy of Sciences of the Republic of Tajikistan

- ✓ 13 Corresponding Members of the National Academy of Sciences of the Republic of Tajikistan
- ✓ 178 Doctors of Science
- ✓ 545 candidates of sciences.

More than 55.0% of the total number of staff teaching staff have an academic degree, incl. 13.6% - Doctor of Science degree. Over the past 3 years (2018-2020), 377 candidates and 47 doctoral dissertations have been defended by teachers and university staff, i.e. annually, university professors defend an average of 125 candidates and 15 doctoral dissertations.

TNU has partnership agreements with more than 100 enterprises and organizations, as well as state institutions of the Republic of Tajikistan, incl. The General Prosecutor's Office of the Republic of Tajikistan, the Supreme Court of the Republic of Tajikistan, the Ministry of Internal Affairs of the Republic of Tajikistan, the Ministry of Education and Science of the Republic of Tajikistan, the National Academy of Sciences of the Republic of Tajikistan and its institutes, the Center for Strategic Research under the President of the Republic of Tajikistan, JSC "Tajik Aluminum Company", JSC "Naftu Gas" , OJSC "Kombinati Shiri Dushanbe", OJSC "Shirin", State Security Service of the Republic of Tatarstan "Amonatbonk", OJSC "Orienbonk", State Institution "Republican Medical Complex" Istiklol ", NIAT" Khovar ", etc., in which students undergo production and pre-diploma practices, and then find a job.

The science

TNU is the leading scientific organization of the Republic of Tajikistan. In TNU, within the framework of research topics, active research work is being carried out. In 2010, Academician Nusrat Radjabov, professor of the Faculty of Mechanics and Mathematics, became a laureate of the Interstate Prize of the CIS countries "Stars of the Commonwealth". In 2004, 2005, 2007 by the decision of the board of the American Biographical Institute N. Rajabov was awarded the title of "Person of the Year"

From 2014 to 2019, the university's female scientists have won gold medals at the annual international exhibitions and forums of women inventors held in South Korea.

In the period from 2010 to 2020 more than 30 young scientists of the university, who have achieved high results in the field of science and technology, were awarded the State Prize named after Ismoil Somoni.

The publication activity of the teaching staff of the university increased 1.9 times, from 2,579 publications in 2011 to 4,828 publications in 2020, incl.

publication activity in scientific journals indexed in the information and analytical system of scientific citation Scopus and Web of Science increased 5 times.

Within the framework of international projects, university scientists conduct joint research with partners from the University of Bergen (Norway), the Max Planck Institute of Chemistry (Germany), etc. To train highly qualified personnel, the university cooperates with leading research centers of the Russian Federation, China, Belarus and other countries.

For the period from 2010 to 2019, the Olympic team of TNU invariably took the first place in the student Olympiads of the Republic of Tajikistan. The level of participation in international competitions and Olympiads is high: first places in international mathematical Olympiads in the cities of Mogilev (Belarus), Khorezm (Uzbekistan).

The volume of research funding has grown several times. About 8.6 million somoni were spent on the purchase of measuring instruments, chemical reagents, biologically active substances and conducting scientific research. The volume of research and development work carried out at the Research Institute of TNU has doubled - from 46.9 thousand somoni in 2011 to 91.7 thousand somoni. in 2019 for 1 research work.

The number of dissertation councils increased from 7 to 21. An important achievement of the university in the training of scientific and scientific-pedagogical personnel is the preservation of dissertation councils for the defense of candidate and doctoral dissertations of the Higher Attestation Commission of the Russian Federation. In general, as of December 2020, 21 dissertation councils in 43 specialties functioned at TNU. The efforts made have doubled the defense of candidate and doctoral dissertations in dissertation councils - from 68 (including 8 doctoral dissertations) in 2016 to 131 (including 15 doctoral dissertations) in 2020. In general, in the period from 2016 to 2020, 64 doctoral and 487 master's theses were defended in the dissertation councils of TNU.

The effectiveness of postgraduate studies has increased 2.5 times (from 19% in 2010 to 46.9% in 2020).

TNU occupies a leading position among universities and scientific institutions of the Republic of Tajikistan, which are most active in patenting the results of their intellectual work.

A great achievement is the creation of a printing house and the establishment of publishing activities. Today at the publishing center there are 4 series of the scientific journal "Vestnik TNU", 2 series of the scientific journal "Science and Innovation", scientific journals "Legal Life", "State Science" and "Tajikistan: Economics and Management". All articles of the scientific journal "Vestnik TNU" (all four series) from 2009 to the present have been digitized and

posted on the website www.vestnik-tnu.com and also in www.e-library.ru and etc.

Development of human resources

The formation and development of modern human resources is one of the key tasks of the university. The academic degree of teaching staff over the past 5 years has increased from 50.1% in 2016 to 55.2% in 2020, the percentage of doctors of science working at the university has grown from 10.9% to 13.6%. During this period, 9 professors of the university were elected as academicians and corresponding members of the National Academy of Sciences of the Republic of Tajikistan. The university's policy towards the rejuvenation of scientific and scientific-pedagogical personnel is bearing fruit - the average age of doctors of sciences has decreased from 69 years in 2016 to 58 years in 2020, the average age of candidates of sciences, respectively, from 55 to 48 years.

TNU remains the leading center for the training of scientific personnel for other universities and scientific institutions in Tajikistan and the countries of the region. Over the past 5 years (2016-2020), they completed postgraduate studies, doctoral PhD studies, were engaged in research as an applicant, and subsequently 39 people defended their dissertations, incl. 14 citizens of Afghanistan and 25 citizens of Iran.

II. Analysis of the external environment

The development priorities of the system of higher education and science of the Republic of Tajikistan, outlined in the “National Development Strategy of the Republic of Tajikistan for the Period up to 2030”, as well as in the “National Strategy for the Development of Education of the Republic of Tajikistan until 2020”, the announcement “Twenty years of the study and development of natural exact and mathematical sciences in the field of science and education, 2020-2040” clarify development goals, form additional guidelines and set new tasks for higher education and science in the context of a new strategic goal of the state - the transition from agrarian-industrial to industrial-agrarian type of development.

Higher education is faced with the task of modernizing the national potential of scientific research and development, the development of national scientific schools, their orientation towards the implementation of priority areas of scientific research in the Republic of Tajikistan, assistance in ensuring the innovative and technological breakthrough of the republic. The reform in the system of higher professional education in the Republic of Tajikistan has mainly affected the educational process, significantly transforming it. However, transformations in research policy, financing of science, and commercialization of scientific achievements are still lagging behind the requirements of the time.

NDS-2030 defines human capital and its backbone components - education and science - as the main factor of the country's innovative development, as the most important conditions for ensuring national security and increasing the competitiveness of the national economy. In this area, it is necessary to work proactively and implement a large-scale implementation of international educational standards in the system of higher professional education. It is planned to strengthen the role of the state in the selection and support of priority areas of science and technology. The most important component of ensuring the socially-oriented innovative development of the republic is the strengthening of the personnel and scientific potential of the country. The solution to the problem of meeting the growing needs of the economy in qualified specialists with knowledge of foreign languages and the ability of an advanced user of information technologies is entrusted to the higher education system.

During the years of independence, the academic mobility of scientific and pedagogical workers has significantly decreased. Universities poorly use the conditions of intra-republican academic mobility of scientific and pedagogical workers, which requires the development of mechanisms for its activation. There is little funding for the academic mobility of scientific and pedagogical workers to foreign universities and research centres.

III. Analysis of the internal environment

Tajik National University as an institution of higher professional education of the Republic of Tajikistan, which has a special - "national" - status, remains the flagship of higher professional education of the republic and one of the leading universities in Central Asia. Along with many achievements and successes, the university has a number of problems, the solution of which will give a new impetus to its development. The development trajectory in the near future presupposes further reforming and structural transformation of the university in the direction of its internationalization.

The area of scientific schools of the university, such as differential equations, mechanics, polymer physics, theoretical physics, chemistry of amino acids and peptides, coordination chemistry, biochemistry, botany, mineralogy, engineering geology, history of the Tajik people, Tajik linguistics and literary studies, Arabic linguistics, Indology, modern Persian literature, regional economics, accounting, agricultural economics and sustainable economic development, civil law, criminal law cover not only the scale of the republic, but also went beyond its borders.

IV. Analysis of the external and internal environment based on the

SWOT analysis carried out by the working group from December 2020 to January 2021. The analysis was carried out on the basis of studying the decisions of the Academic Council of TNU for the period from 2010 to 2020, the annual reports of the rector of the university "On the results of the university's activities and plans for the future" for the specified period.

На основе проведенного анализа можно выделить следующие сильные стороны научно-инновационной деятельности университета:

- ✚ The presence of scientific schools in a number of fields;
- ✚ Availability of scientific and educational research centers;
- ✚ Availability of Tajik and Russian dissertation councils for the defense of doctoral and candidate dissertations in key areas of scientific specialties;
- ✚ Training of highly qualified specialists in 103 educational programs of PhD doctoral studies;
- ✚ Availability of the Scientific Library with more than 1 million copies of books and periodicals;
- ✚ Close cooperation with leading research institutes of the National Academy of Sciences of the Republic of Tajikistan;
- ✚ Cooperation with a number of leading universities and research centers of foreign countries;
- ✚ High potential for performing R&D by order of enterprises;
- ✚ Experience in assessing the resource potential of the regions of the republic and the development of regional development programs;

It is also necessary to note the weaknesses of the scientific and innovative activities of the university, which require special attention and the development of appropriate solutions:

- ✚ low volumes of R&D execution by order of enterprises;
- ✚ outdated laboratory and technical base in a number of scientific areas;
- ✚ low level of commercialization of research results of university scientists;
- ✚ underdevelopment of scientific schools in new areas of natural sciences;
- ✚ weak publication activity of teaching staff in journals indexed in the information and analytical systems of scientific citation Scopus and Web of Science;
- ✚ low efficiency of PhD doctoral studies (postgraduate studies);
- ✚ weak digitalization of library resources, lack of a powerful electronic library available to all teaching staff and students, incl. with internet access;

↓ -insufficient replenishment of the library fund with new textbooks and scientific literature, incl. in the state language;

Научно-исследовательская и инновационная деятельность опирается, прежде всего, на кадровый потенциал университета. Опираясь на проведенный анализ сильными сторонами кадрового обеспечения научно-инновационной деятельности университета можно обозначить следующее:

Research and innovation activities are based primarily on the human resources of the university. Based on the analysis carried out by the strengths of the staffing of scientific and innovative activities of the university, the following can be identified:

- ↓ availability of highly qualified teaching staff;
- ↓ high level of formation of the human resources;
- ↓ career prospects not only within the university, but also in other universities and research centers of the republic, as well as in government bodies;
- ↓ high competition for filling vacant positions of the university, etc.

The analysis revealed the following weaknesses in the staffing of the university, which hinder the research activities of the university:

- ↓ the dominant involvement of teaching staff in the educational process in comparison with scientific and innovative activities;
- ↓ the turnover of scientific and scientific-pedagogical personnel;
- ↓ insufficient motivation for creative work;
- ↓ the demographic imbalance of the gradual teaching staff towards age groups;
- ↓ relatively low wages of the teaching staff;
- ↓ lack of qualified specialists in programming, information systems and digital technologies, etc.

Analysis of the external environment makes it possible to determine the following possibilities for realizing the research potential of the university:

- ↓ participation of students, researchers and teaching staff in scientific competitions and grants;
- ↓ depending on the market increase scientific and technical developments, sociological research, consulting and information services;
- ↓ implementation of the state strategy for the accelerated industrialization of the economy;
- ↓ involvement of large and medium-sized domestic companies in the development of science-intensive technologies, products and services;

✚ develop and operate a unified digital platform for scientific and scientific and technical interaction, organize and conduct joint research in remote access, including with the participation of foreign scientists.

It should also not overlook the following threats of the external environment, which can negatively affect the development of scientific and innovative activities of the university:

✚ increased competition in the market for innovative services and the entry of foreign research centers into the Tajik market;

✚ weak financing of custom-made budget research topics at the Research Institute of TNU.

Based on the content of the plan of priority directions for the development of science and technology in the Republic of Tajikistan, taking into account the internal resources and potential of the university, market requirements, we highlight the following priority areas:

✚ an increase in the volume and list of research work carried out in the interests of industries, enterprises and regions of the republic;

✚ introduction of an electronic system for receiving scientific articles in the journal "Vestnik TNU";

✚ organization and holding of an international student physics Olympiad (every two years);

✚ implementation of the State program "Study and development of natural, exact and mathematical disciplines in the field of science and education, 2020-2040";

✚ development and compilation of multilingual terminological industry dictionaries;

✚ opening of new dissertation councils;

✚ inclusion of the scientific journal "Vestnik TNU" in the list of journals indexed in the information-analytical system of scientific citation Scopus and Web of Science;

✚ activation of the promotion of scientific, innovative, consulting, sociological and educational services to the Tajik and regional markets;

✚ intensification of the technopark activity in the direction of the implementation of scientific and research works of the teaching staff;

✚ implementation of joint educational programs for PhD doctoral studies with leading universities in the world;

- ✚ attracting more grants, participating in international collaborations, incl. participation of the teaching staff in regional and global projects on climate, green economy, combating terrorism and other modern threats;
- ✚ organization and holding of international symposia, conferences, seminars and round tables on the most pressing issues of the development of higher education, national economy, as well as regional issues;
- ✚ retraining and advanced training of teaching staff abroad;
- ✚ formation of joint laboratories with scientific and educational institutions of the republic, leading companies, as well as the formation of joint innovative structures with the business community;
- ✚ implementation of the "Project for equipping and supplying scientific and educational laboratories of TNU with equipment and reagents for 2021-2025";
- ✚ expansion of interuniversity ties: implementation of joint projects, use of scientific cooperation opportunities, etc.

V. Strategic priorities for science and innovation development of TNU

Strategic objective: to increase the efficiency of scientific and innovative activities in priority areas of development of science, technology in the Republic of Tajikistan

Development priorities

1. Strengthening the position of the Tajik National University as a leading research center in the country and the region.
2. Increase in the proportion of teaching staff, doctoral students and masters involved in the implementation of fundamental and applied scientific research.
3. Creation of conditions for attracting investments in the scientific activity of the university. Increasing the number of funded research projects and programs by diversifying the revenue side of the budget, incl. by developing business contracts for the provision of technical services, conducting sociological and marketing research, providing expert and consulting services, thereby increasing the volume of research and development work.
4. Stimulating the development of priority research areas identified by the Government of the Republic of Tajikistan, the Academic Council of the University, including work on the material, technical and organizational support of scientific research.
5. An increase in the number of copyright certificates, patents and scientific publications in international editions with an impact factor included in the international scientometric bases, thereby strengthening the international scientific authority of the university.

6. Effective implementation of the results of research work in the educational process in order to improve the quality of education.
7. Development of the technology transfer system.
8. Coordination and support of research and inventive work of scientists of the Tajik National University.
9. Development of interdisciplinary research and organization of competitive support for interdisciplinary research projects.
10. Support for the implementation of fundamental and applied research in priority areas of science and technology.
11. Organization of scientific expertise for holding and participating in intra-university and republican competitions.
12. Reorganization of the structure of the scientific part of the Tajik National University in order to more effectively implement the innovative activity of university scientists.

Roadmap for the implementation of key measures for the strategic development of TNU

| № p/p | Name of the event | Implementation period | Responsible executor | Performance indicators and expected results |
|-----------|---|--------------------------|---|--|
| 1. | Intensification of research and innovation activities | | | |
| 1.1. | Support of existing and development of new scientific schools (directions) | 2021-2025 | Vice-rector for Science and Innovation | <ul style="list-style-type: none"> -increase in the number of publications in journals indexed in the information and analytical systems of scientific citation Scopus and Web of Science; -increase in the number and volume of contractual research and development -development of research in the field of nanotechnology, the creation of appropriate laboratories; -development of research in the field of molecular biology; -development of climatology, in particular, climate change in mountainous areas (ecosystems), the study of glaciers and the water regime of the Central Asian region; -development of research in the field of green economy; - the revival of the school for the study of ancient languages and scripts (Sanskrit, bakhilavi, etc.) |
| 1.2. | An increase in the volume and list of research projects carried out by order of associations of commodity producers, specific enterprises, individual regions of the republic | 2021-2025 | Vice-rector for Science and Innovation | <ul style="list-style-type: none"> -increase in the volume and list of research works carried out under economic contracts by 10%; -participation of undergraduate and graduate students in research and development work, sociological surveys |
| 1.3. | Increasing activity in the promotion of scientific, innovative, consulting and educational services in the domestic and international markets | 2021-2025 | Vice-Rector for Science and Innovation, Vice-Rector for International Relations | <ul style="list-style-type: none"> - increasing the efficiency of participation in exhibitions and conferences; - active promotion of science, wide advertising of the results of the educational and research process |
| 1.4. | Expansion of interuniversity ties, use of scientific cooperation opportunities | 2021-2025 | Vice-Rector for Science and Innovation, Vice-Rector for International Relations | <ul style="list-style-type: none"> - strengthening cooperation with institutes and research centers of the National Academy of Sciences of the Republic of Tajikistan; -implementation of joint projects within the |

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|------|---|----------------------------------|---|---|
| | | | | framework of the EAU, AAU, IASRP, as well as within the framework of agreements with other leading foreign educational institutions and research centers. |
| 1.5. | Creation of joint innovation structures and technology parks with foreign companies | 2021-2025 | Vice-rector for science and innovation, vice-rector for international relations, deans of faculties | <ul style="list-style-type: none"> - creation of technoparks and innovation parks; - creation of business incubators; - creation of laboratories in cooperation with foreign companies. |
| 1.6. | Implementation of an electronic system for receiving scientific articles in all series of the journal "Vestnik TNU" | 2021-2025 | Vice-Rector for Science and Innovation, Publishing Center, Center for Testing, Information Technology and distance learning | <ul style="list-style-type: none"> - unification of the system for submitting articles by authors and increasing the transparency of the turnover and the order of priority of articles; -observance of the time frame for the circulation of articles; - minimization of the influence of the human factor in the processing and admission of scientific articles to publish; |
| 1.7. | Organization and holding of the international student physics Olympiad (every two years) | 2022, 2024 | Vice-Rector for Science and Innovation, Vice-Rector for International Relations, Dean of the Physics Faculty | <ul style="list-style-type: none"> -improving the international image of the university; -search and improve gifted youth; |
| 1.8. | Organization and holding of International Student Mathematic Olympiad (every two years) | September 2022 September 2024 | Vice-Rector for Science and Innovation, Vice-Rector for International Relations, dean of the Mechano-Mathematic Faculty | <ul style="list-style-type: none"> -encouraging of the emulative areas for foreign students; -revelation of talented student who are able for abstract researches and innovation decisions in order to attract cooperation |
| 1.9. | Development and compilation of multilingual terminological industry dictionaries | 2021-2025 | Vice-Rector for Science and Innovation, Publishing Center, | <ul style="list-style-type: none"> -assistance in enrichment of Tajik Language with new terminology especially technical and special terminology; -assistance in concrete definition of scientific – technical terminology in Tajik language; -explaining the meaning of terms and determination; -definition\ description of scope of terms and phrases |

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|-------|---|-----------|---|---|
| 1.10. | Opening of new dissertation councils | 2021-2025 | Vice-Rector for Science and Innovation, Chief Scientific Secretary of Dissertation Councils | <ul style="list-style-type: none"> - assistance in training highly qualified scientific personnel; - development of existing and formation of new scientific schools; - filling the vacuum in training scientific personnel in the fields of science and technology that are in demand in Tajikistan |
| 1.11. | The entry of the scientific journal "Vestnik TNU" in the list of journals indexed in the information-analytical system of scientific citation Scopus and Web of Science | 2022-2025 | Vice-Rector for Science and Innovation, Publishing Center, | <ul style="list-style-type: none"> - assistance in deeper integration of scientific schools and individual scientists of Tajikistan into the world scientific space; - worthy presentation of science and scientific research of TNU, and the Republic of Tajikistan in general at the international level |
| 1.12. | Ensuring effective communication of the mission, strategic goals, objectives, priorities to the entire team and the public | 2021-2022 | Vice-rector for science and innovation, deans of faculties, head. general department, information and analytical center | <ul style="list-style-type: none"> - introduction of internal electronic document management; - reflection of the strategic goals, objectives, priorities of the university and the implementation of the "TNU Development Strategy until 2030" in the university newspaper "Ba kullahoi donish" and on the official website of the university. |

Dynamics of target indicators of the efficiency of TNU development for 2021-2025

| | Targets | unit of measurement | 2021 | 2022 | 2023 | 2024 | 2025 |
|---|---|----------------------------|-------------|-------------|-------------|-------------|-------------|
| I. Indicators of the quality of educational activities (monitoring indicators) | | | | | | | |
| 1. | The proportion of the number of students at the university (reduced contingent) for Master's and PhD programs in the total number of students at the university for the main educational programs of higher education | percent | 8 | 8 | 9 | 9 | 10 |
| 2. | The proportion of the number of students enrolled in the areas of preparation of bachelor's, specialist's and master's degrees in the field of natural, exact and mathematical sciences in the total number of students | percent | 11 | 12 | 12 | 13 | 14 |
| II. Performance indicators of research and innovation activities (monitoring indicators) | | | | | | | |
| 3. | The number of university publications indexed in the information and analytical system of scientific citation: | units | 1700 | 1830 | 1965 | 2100 | 2220 |
| | RSCI - per 100 scientific and pedagogical workers | units | 130 | 140 | 150 | 160 | 170 |
| | Scopus and Web of Science - per 100 research and teaching staff | units | 5 | 10 | 15 | 20 | 25 |
| 4. | The number of citations of publications published over the past 5 years, indexed in the information and analytical system of scientific citation: | units | 80 | 90 | 100 | 110 | 120 |

| | | | | | | | |
|---|--|---------|-----------|-----------|-----------|-----------|-----------|
| | RSCI - per 100 scientific and pedagogical workers | | | | | | |
| | Scopus and Web of Science - per 100 research and teaching staff | units | 5 | 8 | 10 | 15 | 20 |
| III Indicators of internationalization and international recognition (monitoring indicators) | | | | | | | |
| 5. | The share of the number of foreign students enrolled in bachelor's, specialty, master's programs in the total number of students (reduced contingent) | units | 2 | 2 | 3 | 4 | 5 |
| 6. | The number of foreign professors, teachers and researchers, working at university at least one semester | human | 26 | 28 | 30 | 34 | 36 |
| 7. | The number of (SPW) completed courses for high-qualifications in foreign universities | human | 5 | 10 | 12 | 15 | 20 |
| IV. Indicators of financial and economic stability of the university (monitoring indicators) | | | | | | | |
| 8. | The share of university income from funds from income-generating activities in income for all types of financial support (activities) of the university | percent | 61,0 | 61,5 | 62,0 | 62,5 | 63,0 |
| 9. | University income from all sources per one scientific and pedagogical worker, per year | somoni | 75 403,00 | 79 927,00 | 84 722,00 | 89 806,00 | 95 194,00 |
| 10. | The ratio of the average salary of scientific and pedagogical workers at the university (from all sources) to the average salary in the region (Dushanbe city) | times | 1,3 | 1,4 | 1,5 | 1,6 | 1,7 |

List of abbreviations and acronyms

AAU – Asian Association of Universities

APE – Additional professional education

CIS - Commonwealth of Independent States

CITDE – Center for Information Technologies and Distance Education

CSL – Center for the Study of Languages

DHRSW – The Department of Human Resources and Special Works

EAU – Eurasian Association of Universities

EER – Electronic educational resource

IATTHEIRT – Institute for advanced training of teachers of higher educational institutions of the Republic of Tajikistan at TNU

IASR – International Academy of the "Silk Road"

NDS-2030 – National Development Strategy of the Republic of Tajikistan for the period up to 2030

OSM – Organizational System of Management

SCO - Shanghai Cooperation Organization

SES – State Educational Standard

SPW – Scientific and pedagogical workers

TNU – Tajik National University