



OSCE Academy in Bishkek

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# **OSCE Academy Development Strategy 2026–2030**

# Academy Development Strategy

2026–2030

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## 1. Context and Purpose

The OSCE Academy in Bishkek enters the 2026–2030 period at a stage of institutional consolidation. With more than two decades of experience in graduate education, applied research, and policy dialogue, the Academy has established a clear regional profile and a distinct academic mission within Central Asia and the wider OSCE area.

At the time of adoption of this strategy, the Academy delivers three Master’s-level programmes and is completing the final phase of its Bachelor’s programme, with three cohorts enrolled. In line with resource optimisation and a continued focus on graduate-level education, the Bachelor’s programme will conclude by June 2028, in accordance with the decision of the Board of Trustees of the OSCE Academy of 24 October 2025. These activities constitute the institutional baseline from which the Academy enters the 2026–2030 cycle.

This Development Strategy sets out the Academy’s development direction for the period 2026–2030. It provides an overarching framework to support accreditation processes, guide institutional decision-making, and structure to engage with governing bodies, donors, partners, and academic stakeholders. The strategy draws on lessons learned from previous planning cycles and responds to evolving regulatory, financial, and regional conditions.

This strategy addresses the requirements of institutional accreditation standards by providing a clear link between the Academy’s mission, vision, strategic priorities, and planned development trajectory. It serves as the primary reference document for internal stakeholders, governing bodies, and external partners, ensuring a shared understanding of goals, expectations, and principles guiding institutional development during 2026–2030.

## 2. Mission, Vision, and Strategic Objective

This section articulates the Academy’s enduring purpose, its long-term aspirations, and its concrete focus for the 2026–2030 period. Together, they provide a stable reference point for institutional development, while allowing the Academy to respond to changing regional, academic, and regulatory environments.

### **Mission**

The mission of the OSCE Academy in Bishkek is to promote regional cooperation, conflict prevention, and good governance in Central Asia through high-quality education, applied research, and informed policy dialogue, grounded in the principles and values of the OSCE.

### **Vision**

The Academy aspires to be a recognised institution of excellence, known for academic integrity, regional relevance, and its ability to connect scholarship with policy and practice in Central Asia and the wider OSCE area.

### **Strategic Objective (2026–2030)**

The strategic objective for 2026–2030 is to consolidate and strengthen the Academy’s position as a sustainable, accredited institution that delivers academically rigorous

programmes, produces top-quality research, and serves as a trusted platform for regional dialogue, within realistic institutional and regulatory constraints.

The Academy's mission, vision, and strategic objective, outlined above, serve as a foundation for strategic goals and priorities, ensuring conceptual consistency and continuity across institutional planning.

### **3. Strategic Focus for 2026–2030**

During 2026–2030, the Academy's institutional choices will be guided by four overarching focus areas that reflect its mission, comparative advantages, and capacity. These focus areas serve as the conceptual framework within which specific strategic goals and decisions will be made.

#### **A. Academic Quality and Credibility**

The Academy will maintain a clearly defined profile built on rigorous curricula, strong teaching and assessment practices, and robust academic governance aligned with accreditation standards and international norms. Its long-term emphasis is on graduate-level teaching.

#### **B. Sustainability and Selectivity**

Strategic decisions will emphasise academic, financial, and administrative sustainability. This includes a proactive approach to external resource mobilisation that aligns funding partnerships with academic priorities and institutional capacity. Programmes, partnerships, and initiatives will be pursued selectively, with priority given to activities that support core functions and can be maintained to high standards.

#### **C. Regional Relevance and Policy Engagement**

The Academy will align its educational and research activities with key developments in Central Asia and the wider OSCE area. It will engage regional academic and policy communities while upholding academic independence and plural perspectives.

#### **D. Institutional Coherence and Coordination**

The Academy will strengthen internal processes, governance arrangements, and coordination across units to ensure that ambitions remain proportional to existing capacity and that institutional operations are coherent and well aligned. Institutional capacity is understood to include human resources, role clarity, and workload sustainability as critical determinants of feasibility and quality.

These focus areas provide the guiding framework for assessing initiatives, allocating resources, and implementing the strategic goals for the 2026–2030 period. They also form the conceptual foundation for the six strategic goals that follow in Section 5.

### **4. Core Programmatic Pillars**

The Academy's activities during 2026–2030 will be organised around four core programmatic pillars. Activities outside these pillars will be pursued only where they clearly reinforce strategic priorities and remain institutionally sustainable.

### **A. Graduate Education**

Graduate education is the Academy's long-term central programmatic pillar. The Academy's graduate programmes include Master's programmes in *Politics and Security* (since 2002), *Economic Governance and Development* (since 2012) and *Human Rights and Sustainability* (since 2023). Students are admitted primarily from five Central Asian states, Afghanistan and Mongolia, with limited enrolment from other OSCE participating States. The Academy will focus on delivering accredited, graduate-level programmes characterised by academic rigor, regional relevance, and methodological soundness. Priority will be given to curriculum coherence, teaching quality, assessment integrity, and student learning outcomes.

### **B. Research and Knowledge Production**

Sound research is central to the Academy's academic credibility and regional relevance. In accordance with its Charter, the Academy will prioritise applied and policy-relevant research on political, security, and socio-economic developments in Central Asia. Emphasis will be placed on mobilising external research funding, engaging in collaborative research initiatives, ensuring research quality, and strengthening the integration of research and teaching. The Academy will foster the research activities of colleagues, including their application for individual and collective research grants and reach out to reputed academic institutions in Central Asia and beyond.

### **C. Policy Dialogue and Academic Outreach**

Serving as a platform for dialogue has been central to the Academy since its establishment. The Academy will continue to host events for intellectual exchange among academics, practitioners, and policy actors, ensuring that dialogue activities are grounded in research and academic standards, without assuming an advocacy role.

### **D. Alumni Engagement**

Alumni engagement supports long-term institutional impact and regional outreach. The Academy will maintain structured links with its alumni community (708 alumni as of 2025) as a professional network and source of feedback, aligning alumni-related activities with core academic and programmatic objectives. The alumni community is expected to reach approximately 1,000 members by the end of the strategy period.

## **5. Strategic Goals and Priority Actions (2026–2030)**

The Academy's strategic development during 2026–2030 will be guided by a focused set of institutional goals derived from its mission, vision, and strategic objective. Each goal is supported by a limited number of priority actions that outline the direction of change without prescribing detailed operational steps. These goals form the basis for subsequent monitoring, quality assurance, and internal planning processes.

### **Goal 1: Strengthen Academic Quality**

The Academy will prioritise academic rigor, coherence, and integrity across all programmes (graduate and undergraduate) in line with international standards and national accreditation requirements.

**Priority actions:**

1. Maintain compliance with accreditation standards,
2. Systematic review of curricula, teaching practices, and assessment procedures.
3. Strengthen academic governance mechanisms, including programme leadership, external review, and feedback mechanisms from stakeholders.
4. Ensure that curriculum updates and methodological improvements are undertaken regularly and consistently across all programmes.

**Goal 2: Enhance Research Capacity and Regional Knowledge Production**

High-quality applied research underpins the Academy’s credibility, relevance, and contribution to regional policy debates.

**Priority actions:**

1. Prioritise applied, policy-relevant research on political, security, and socio-economic issues in Central Asia.
2. Increase participation in collaborative and externally funded research projects.
3. Strengthen the integration of research into teaching and student learning, including supervised research projects and exposure to current-day debates.

**Goal 3: Ensure Financial Sustainability and Responsible Resource Management**

Sustainable funding and prudent resource allocation are essential for maintaining academic standards and institutional stability.

**Priority actions:**

1. Safeguard predictable financing for core functions through a balanced approach across Unified Budget, extra-budgetary, and third-party support.
2. Strengthen internal financial planning and monitoring systems to support cost awareness and prudent and disciplined expenditure.
3. Pursue proactive, selective, and capacity-aligned fundraising that supports core academic functions, safeguards academic independence, and reduces exposure to short-term funding volatility.

**Goal 4: Consolidate Governance and Human Resource Capacity**

Effective delivery of the Academy’s academic and institutional mandate depends on clear governance arrangements, appropriate human resource capacity, and well-functioning internal processes.

**Priority actions:**

1. Maintain clarity of roles and responsibilities across the Board of Trustees, OSCE, management and staff.

2. Enhance internal coordination across units to support consistent planning, reporting, and decision-making.
3. Support continuous staff development and role clarity focused on core academic and administrative functions, with attention to workload sustainability.

### **Goal 5: Strengthen Regional Relevance, Partnerships, and Alumni Engagement**

The Academy's long-term impact relies on strong regional linkages and an active community of partners and alumni.

#### **Priority actions:**

1. Maintain engagement with regional academic institutions, practitioners, and policy actors through focused dialogue activities grounded in research.
2. Support structured alumni relations as a source of professional exchange, institutional visibility, and feedback.
3. Develop partnerships that reinforce academic quality, research relevance, and student opportunities, while avoiding mission drift or unsustainable commitments.

### **Goal 6: Promote Equity, Inclusion, and Institutional Integrity**

Equity, inclusion, and ethical conduct form an integral part of the Academy's mission and institutional culture.

#### **Priority actions:**

1. Ensure that gender equality, non-discrimination, and inclusive practices are embedded across academic, administrative, and governance processes.
2. Maintain transparent and accountable institutional procedures that uphold academic integrity and ethical standards.
3. Incorporate feedback from diverse stakeholders—students, alumni, employers—into planning and quality assurance cycles.

These strategic goals and priority actions will inform the Academy's annual planning, internal quality assurance processes, and periodic review of progress. They constitute the framework for monitoring, evaluation, and stakeholder communication during the 2026–2030 strategy period.

## **6. Institutional Foundations: Governance, Funding, and Capacity**

The achievement of the Academy's strategic objectives for 2026–2030 depends on the strength and coherence of its institutional foundations. Governance arrangements, funding structures, and internal capacity are therefore integral components of this document.

### **Governance and Oversight**

The Academy will operate within its established governance framework, ensuring a clear separation between strategic oversight, academic guidance, and executive management. The Board of Trustees provides strategic direction and oversight; academic bodies offer

guidance on academic standards and integrity; the OSCE Programme Office supports fundraising and compliance; and executive management is responsible for implementation and day-to-day operations. Transparency, coordination, and timely communication will underpin effective governance.

### **Funding and Financial Sustainability**

The Academy will continue to operate within a mixed funding model combining OSCE Unified Budget support, extra-budgetary contributions, and third-party funding. Financial planning will place strong emphasis on cost awareness, prudent resource allocation, and the optimisation of expenditure to safeguard the quality and continuity of core academic activities.

External resource mobilisation will be treated as an institutional responsibility, coordinated at the management level and guided by strategic priorities of the Academy. Fundraising decisions will be guided by the need to ensure predictable funding for essential functions, reduce exposure to short-term funding volatility, and gradually diversify income sources where feasible. The approach to fundraising will remain targeted and selective, focusing on funding opportunities that are aligned with the Academy's mandate, strategic priorities, and institutional capacity to deliver.

### **Institutional Capacity**

Institutional capacity will be aligned with strategic priorities to support effective delivery. Administrative systems related to planning, budgeting, reporting, and quality assurance will be maintained and refined to ensure consistency and accountability. Staff development, role clarity, and internal coordination will focus on strengthening core academic and administrative functions, recognising human resources as a critical factor for institutional sustainability.

## **7. Monitoring, Review, and Quality Assurance**

Effective implementation of the Development Strategy requires structured monitoring, clear responsibilities, and regular integration of quality assurance processes. The Academy will use a concise and consistent monitoring cycle to ensure that strategic goals are pursued in a coherent, feasible, and accountable manner.

### **Monitoring Cycle**

Progress toward strategic goals will be assessed on an annual basis through internal reviews led by executive management in consultation with programme coordinators, administrative units, and academic bodies. Findings will be shared with the Board of Trustees as part of the Academy's regular reporting cycle. Mid-cycle adjustments may be introduced where justified by monitoring results or external developments.

### **Responsibilities**

- **Management** oversees implementation, coordination, and annual review.
- **The Education Department** provides oversight of academic standards, curriculum updates, and assessment practices.
- **Administrative Units** support data collection, financial monitoring, and reporting.

- **The Board of Trustees** reviews progress at a strategic level and provides guidance where institutional repositioning or major decisions are required.

## Quality Assurance Integration

Internal Quality Assurance processes are embedded within the monitoring cycle, including:

- periodic programme reviews;
- systematic collection and analysis of student, alumni, and stakeholder feedback;
- internal audits of academic processes;
- review of assessment practices and learning outcomes; and
- documentation required for national accreditation cycles.

Quality Assurance findings will inform improvements in curricula, teaching standards, research coherence, student services, and administrative processes.

## Use of KPIs

The Academy will use a focused set of Key Performance Indicators (KPIs) to monitor strategic progress. KPIs are not intended to serve as operational checklists but as high-level indicators supporting decision-making, resource allocation, and accountability.

The KPIs are listed in **Annex 1** and aligned with the strategic goals for the 2026–2030 period. They will be reviewed periodically to ensure relevance and feasibility.

## 8. Implementation Principles and Risk Awareness

This strategy serves as a framework for decision-making rather than a fixed implementation plan. Its implementation will be guided by the following principles:

- **Strategic prioritisation:** Institutional efforts and resources will be concentrated on a limited number of core objectives to ensure focus, feasibility, and impact.
- **Quality before expansion:** The Academy will prioritise academic standards, institutional credibility, and sustainability over growth in programme scope or volume.
- **Realism and proportionality:** Strategic ambitions and initiatives will be calibrated to the Academy’s size, resources, and regulatory environment.
- **Integration across programmatic areas:** Education, research, and dialogue activities will be planned and implemented in a mutually reinforcing manner rather than as isolated streams.
- **Equity and inclusion:** The Academy will promote gender equality, inclusion, and non-discrimination across academic, institutional, and governance practices, in line with OSCE principles.
- **Learning and adaptation:** The Academy will retain flexibility to adjust priorities and approaches in response to monitoring results, external changes, and lessons learned during implementation.

The Academy operates in an environment characterised by financial uncertainty, regulatory complexity, and evolving regional and institutional dynamics. Key risks include funding volatility and potential funding gaps, capacity constraints, changes in the legal and regulatory environment of the host state, and external developments – at regional or international level – that may affect programme delivery and institutional operations. These

risks will be managed through cautious planning, clear prioritisation, prudent financial management, and regular internal review.

The Academy remains committed to transparency with its governing bodies and partners regarding implementation challenges and risks. Periodic internal assessments will inform adjustments within the strategic framework, ensuring that this document remains relevant and credible throughout the 2026–2030 period.

## **9. Conclusion**

This Development Strategy sets out a focused and realistic framework for the OSCE Academy in Bishkek for the period 2026–2030. It reflects an intentional shift toward consolidation, academic quality, and institutional sustainability, building on the Academy’s established mission and regional role.

The strategy is designed to guide institutional decision-making rather than prescribe detailed actions. Its implementation will rely on disciplined prioritisation, effective governance, and regular internal and external review, ensuring that academic standards, regional relevance, and financial and regulatory realities remain aligned throughout the strategy period.

The Academy recognises that strategic planning is a cyclical process. Toward the end of the 2026–2030 period, the Academy will undertake a comprehensive review of outcomes and institutional conditions to inform the development of a subsequent strategy. This approach ensures continuity while allowing for adaptation to evolving academic, regulatory, and regional environments.

## **Annex 1. Key Performance Indicators (2026–2030)**

The following indicators provide a concise reference framework for tracking progress toward the Academy’s strategic goals. They serve as monitoring tools within the broader quality assurance and planning cycles.

### **Goal 1: Strengthen Academic Quality and Accreditation Compliance**

- Institutional and programme accreditation status and timely submission of accreditation and re-accreditation materials.
- Percentage of courses updated or reviewed annually.
- Student satisfaction scores on teaching, curriculum coherence, and assessment practices.
- External reviewer feedback and actions taken.

### **Goal 2: Enhance Research Capacity and Regional Knowledge Production**

- Number of peer-reviewed or policy-relevant publications annually.
- Number of externally funded or collaborative research projects.
- Faculty participation in research dissemination (workshops, conferences).
- Integration of research outputs into teaching and learning processes.

### **Goal 3: Ensure Financial Sustainability and Responsible Resource Management**

- Share of predictable (secured) funding within the overall budget.
- Annual budget execution accuracy (variance between planned and actual expenditure).
- Administrative cost-efficiency indicators.

### **Goal 4: Consolidate Governance and Human Resource Capacity**

- Timeliness and completeness of planning and reporting cycles.
- Participation of academic and administrative staff in professional development activities aligned with core functions.
- Improvements in internal coordination (measured through periodic internal reviews or staff feedback mechanisms).

### **Goal 5: Strengthen Regional Relevance, Partnerships, and Alumni Engagement**

- Number and quality of regional academic or policy partnerships.
- Alumni engagement indicators (events, feedback contributions).
- External stakeholder satisfaction with educational and dialogue activities.
- Visibility and relevance of Academy-hosted events.

### **Goal 6: Promote Equity, Inclusion, and Institutional Integrity**

- Evidence of gender-balanced participation and representation across programmes and governance.

- Implementation of non-discrimination and inclusive practices across academic and administrative processes.
- Integrity-related cases addressed through institutional mechanisms.
- Integration of stakeholder feedback into planning and decision-making.