

A collage of three images showing the exterior of the OSCE Academy building in Bishkek. The top left image shows the entrance with the OSCE logo. The top right image shows a close-up of the OSCE logo on a wall. The bottom left image shows a view of the building from a distance.

Internationalisation Strategy of the OSCE Academy in Bishkek 2026-2030

Introduction

The Internationalisation Strategy of the OSCE Academy in Bishkek serves to outline strategic directions of international outreach and to determine goals for the Academy's efforts to establish and put to use its international contacts. It rests on the overall mission of the Academy as presented in the Charter of the OSCE Academy. And it concludes with an implementation plan to achieve those goals.

Established with the goal to work for the benefit of the whole Central Asian region, the Academy today operates in a truly globalised world. At the same time, it faces challenges in form of regional boundaries in studies and research and a severe lack of connectivity of the whole Central Asian higher educational area. The OSCE Academy therefore prioritizes the development of a strategic approach to internationalise all of its core activities. With English as the language of instruction for the MA Programmes and with English and Russian as the preferred languages to publish the results of its research and dialogue activities, the Academy attracts an increasing number of stakeholders, including new partner institutions and universities interested in the region. A growing number of researchers studying the region and young prospective minds of wider Central Asia, who wish to receive a degree of international standard without leaving the region, discover the Academy as one of their primary host institutions.

This Strategy will allow to structure the internationalization process and to ensure that all departments of the Academy are engaged in it.

Background & Rationale

Since its foundation the OSCE Academy has established a wide network of partner institutions – in most cases universities, think tanks and research institutes – inside Central Asia, in Europe and across the wider OSCE area. Some of these contacts reflect the support the Academy receives from donors among the participating States of the OSCE, while others are established based on bilateral interest. The partners provide the OSCE Academy with intellectual input and often serve as hosting institutions for the students of its two MA programmes while they conduct their internships, a mandatory part of the studies programme.

This exchange has been quite successfully expanded, though on limited basis, to academic and study exchange. The OSCE Academy continues to developments in this direction as it was supported and tasked by its Board of Trustees during regular meetings on 1 November

2017, 5 June 2018 and 17 October 2018, has set the goal to develop exchange opportunities for the students as well as faculty and staff and to that end seeks to build up cooperation with universities within the wider OSCE area. This step towards internationalization of its study programmes and research and dialogue activities is an important one towards the mid-to-long term goal to establish the Academy as an internationally recognized graduate institute.

The OSCE Academy's strategy to internationalise its study programmes stems, second, from the intrinsic need to overcome regional barriers in studying and conducting research. Comprising students from all Central Asian countries and Afghanistan and Mongolia, all programmes follow a concentration on issues and questions directly related to processes of transformation and development in the wider region of Eurasia. The influx of visiting professors from European partner institutions like the Norwegian Institute of International Affairs (NUPI) and the Global Campus of Human Rights helps to mitigate against the narrowing of perspectives. And yet the need for the Academy's students as well as its faculty and affiliated researchers to be exposed to comparative views, to learn approaches and models new to debates on Central Asia, and to experience diverse cultural settings, is ever more pressing when cultural and political conditions threaten to re-essentialise public discourse and, implicitly, the academic debate. Conducting research and organizing scholarly exchange become challenging enterprises in such an environment.

Development Goal of the OSCE Academy

The OSCE Academy operates as a full-fledged graduate institute, offering multiple graduate programmes (EQF levels 6-8) supported by, and connected to, diverse research projects that signify the Academy's leading role in the study of regional processes of political and social transformation and development. The Academy serves further as a platform for enhanced dialogue in between the different audiences of academia and policy-making, instilling new ideas and debates with multiple meeting and congress formats and with publication series in English as well as Russian and various local languages. The Academy expands its network of partnerships to act as a true institution of the OSCE and its participating States, engaging with the European Education Area and other international initiatives in higher education, while intensifying its local and regional roots in furthering collaboration with partners in the wider region of Central Asia.

Strategic Objectives

Based on the Academy's experience of several decades, and its Development Goal, the following Strategic Objectives have been identified:

- 1. Further reinforce its standing as a leading regional graduate institution** with international recognition:
 - a. Joint degree post-graduate education
 - b. International Accreditation

2. Increase the scope of **research of international standard and significance** and its visibility, in-house and by means of collaboration with partner institutions
3. Maintain and develop a **vast network** of international and regional contacts to:
 - a. further develop the base for its **international exchange** activities and multilateral as well as bilateral collaborations
 - b. increase its engagement with **funding** opportunities provided by different **EU** and other international programmes to further engage into student and faculty exchange and into research projects
 - c. secure a broad offer of **internship places** for students of its educational programmes
 - d. enhance the role of an implementation partner based in Central Asia for professional and capacity-building training programmes
4. **Develop into a host institution** for participants in various exchange and visiting mobilities and establishes itself as a **leading partner** in educational, training and research activities conducted in the wider region of Central Asia.

Implementation Plan

Strategic Objective	Actions	Indicators	Time-line	Risks & Limitations
<p>Further reinforce its standing as leading regional post-graduate institution with international recognition:</p> <ul style="list-style-type: none"> - Joint degree; - International Accreditation; 	<p>1. Maintain the standards of the programmes;</p>	<ol style="list-style-type: none"> 1. Continue using ECTS 2. Masters Programmes accredited and licenses in KR 3. Highly qualified international faculty (overall course evaluation results is 4.3/5) 4. Average GPA of all students at least 3.2 5. Stakeholders Satisfaction. At least 70 % of students get employed within 1-3 month after graduation. 6. Ability of graduates to continue their research and education (at least 5% of all alumni pursue PhD programmes, at least 10 alumni /per year declare their publications) 7. Receive at least 500 applications per call 	<ol style="list-style-type: none"> 1. On an ongoing basis 2. On an ongoing basis 3. On an ongoing basis 4. On an ongoing basis 5. Identify in March every year, through the Alumni Survey 6. Identify in March every year, through the Alumni Survey 7. Identify in June every year, through the Admission process 	<ol style="list-style-type: none"> 1.. Due to some circumstances it is not always possible to attract the strongest faculty. 7. Socio-political developments of wider Central Asian region might impact the number of students apply

	2. Continue the process of development of the Joint Degree Programme;	1. The application for CAGHAN Programme is submitted by a lead university	By the end of the year 2027	Compliance with international and Kyrgyz regulations in education sector;
	4. International institutional accreditation.	Undergo all stage of the institutional international accreditation	By the end of 2026	
Increase the in-house and joint research of international standard and significance and its visibility;	1. Increase the number of in-house or affiliated Researchers;	6-10 ARFs, Research Fellows and Postdoctoral Research Fellows per year;	Throughout the year	Lack of funding for paid fellowships
	2. Ensure regular publication of research;	At least 8 policy briefs, 1-2 special issues, 1 Academy paper	Throughout the year	Poor research and writing capacities of local scholars might mean that publications will be dominated by western/or western educated scholars.

	3. Effectively promote the publications and research results on Academy's media;	Each publication viewed/downloaded at least 50 times during the year after being published	Throughout the year	
	4. Effectively promote Academy's Researchers and their publications and research results on international sources (i.e. ResearchGate, Google Scholar, Academia.edu)	All Academy's full-time Researchers registered on ResearchGate, Academia.edu, Google Scholar with affiliation to the OSCE Academy	Throughout the year	Technical issues might affect the appearance of Academy's publication on sources that automatically generate the search of publications, like Google scholar
	5. Apply for research grants (in consortium, as lead, for small grants, etc.)	2 small (medium) grants 2 larger research grant applications per year	Throughout the year	Grants available for Kyrgyzstan are mostly given for action-based activities, not for research
Maintain and develop a vast network of international and regional contacts to:	1. Evaluate the impact of existing partnerships and update partnerships accordingly;	At least one activity to be implemented within each partnership	Annually (in the end of each year)	Some partnerships might be "frozen" due to lack of common interests/activities
	2. Identify and develop strategic partnerships;	At least two strategic partnerships per year	Annually	Due to political situation might take longer time or become ineffective
- form the base for its international	1. Find new partners that have similar education	At least 5 new partnerships every	Throughout the year	1. Low number of programmes taught

<p>exchange activities and multilateral as well as bilateral collaborations;</p>	<p>programmes and research interests to ensure regular faculty mobility and exchange and research collaboration;</p>	<p>year (via Erasmus+ or on bilateral basis)</p>		<p>at the Academy limit the number of Universities. 2. The difference between the Academic calendars of the Academy and European partners make the outgoing student exchange challenging.</p>
<p>- increase its engagement with funding opportunities provided by different EU programmes;</p>	<p>1. Continue the existing and establish new partnerships to apply for the EU funded projects (Erasmus+, Horizon 2021, etc.);</p>	<p>At least 5 applications submitted in the coming call (2026)</p>	<p>2026-2027</p>	<p>Kyrgyzstan is not always on priority list for many leading Programme Country Universities.</p>
<p>- secure a broad offer of internship places for students of its educational programmes;</p>	<p>1. Increase the number of internship placements at partner institutions for MA students;</p>	<p>At least 60% of students to receive internship in partner institutions</p>	<p>In 2026</p>	<p>Only the institutions or centres under the Universities are eligible to apply for Traineeships. It limits the number of opportunities</p>
	<p>1. Explore opportunities to apply for Erasmus+ Traineeship funding;</p>	<p>Application for Traineeship with the Aleksanteri Institute (University of Helsinki) and Ibn Haldun University</p>		
<p>- enhance the role of an implementation</p>	<p>1. Provide the Academy premises for</p>	<p>At least 2 training/events held with partner</p>	<p>Continuously</p>	<p>The usage of the conference hall for studies, limits the opportunities to host partner events.</p>

partner based in Central Asia for professional and capacity building training	training/academic events conducted by partners	institutions at the Academy premises		
	2. Co-organize joint training in line with Academy led training	At least 2 joint training organized	Throughout the 2026	
Develop into a hosting institution for participants in various exchange and visiting mobilities and establishes itself as a leading partner in educational and research activities conducted in the wider region of Central Asia;	1. Provide necessary visa and registration support to all incoming and outgoing participants;	All stakeholders arrive to their destinations on time		Difficulties might arise due to State Agency/Embassy regulations
	2. Ensure on-time public availability of relevant information (on the website);	All relevant information is available and easily accessible on the Academy's website and social media		
	3. Create friendly conditions for incoming participants (i.e. office space, access to Academy's resources, assistance of relevant staff members, etc.);	Incoming participants timely introduced to relevant staff/faculty/students, provided with the relevant information about the working/study conditions and available resources	On the first of the arrival of the participants at the Academy	Limited working space at the Academy building;
	4. Actively spread the information about the Academy through the existing network;	All stakeholders are timely informed about the relevant events and activities		

	5. Increasingly use its unique location advantage – Bishkek is one of the most easy-access cities in Central Asia, - and affiliation with the OSCE to benefit internationalization.			Socio-political situation in the Kyrgyz Republic,