"Programme Science 2020:

Cooperation with QS Quacquarelli Symonds
aimed at increasing the global
competitiveness of universities in the
Republic of Uzbekistan"

Organisers:
The Ministry of Higher and Secondary Specialised
Education of the Republic of Uzbekistan
The Republican Council of Higher Education

QS Quacquarelli Symonds

28 - 29 July 2020

Uzokboy Begimkulov

**Deputy Minister
of Higher and Secondary
Specialised Education of the
Republic of Uzbekistan**

COOPERATION WITH
QS QUACQUARELLI SYMONDS:

"PROGRAMME SCIENCE 2020:
AREAS OF COOPERATION"

**28 July 2020
13:00 – 13:10
9:00 – 9:10 (London)**

QS CONSULTING TEAM

Dr. David Reggio, FRSA
Global Head of Consulting

Expertise: Scientific Development; Global Partnerships; Research Strategy; Innovation

Experience: Chief Advisor, Ministry of Science in Brazil; Global Advisor (Latin America, Africa, and Asia), Wellcome Trust, London; elected member of the Royal Institute of Foreign Affairs; elected Fellow of the Royal Society of Arts

Education: PhD, Global Health; Goldsmiths, University of London

Dr. Shadi Hijazi
Senior Consultant

Expertise: Strategy and Planning; Marketing; Branding; Business Management; Strategy; Global Engagement; Analytics

Experience: Lecturer, London School of Marketing; Instructor, Digital Marketing (CIM/CAM/DMI); Translation; Research; Consulting

Education: PhD and Master in Business Administration (Marketing); Kobe University. PG Diploma in Marketing and Bachelor in Economics; Damascus University

Jacques de Champchesnel
Senior Consultant

Expertise: Higher Education Governance; Performance Analysis; Student Affairs; Global Engagement Strategy

Experience: Dean of Student Affairs & Campus Life and Faculty Member, Sciences Po; Director of Euro Latin American Branch Campus, Sciences Po; Strategy Consulting

Education: MSc, Management; ESSEC. MA, International Relations; Sciences Po

Eimi Satoh
Consultant

Expertise: Rankings; University Admissions; Community Building and Support; Internationalisation

Experience: Student Admissions Officer and Teaching Assistantship, Brown University; Research Assistantship, Temple University Japan; Advisor and Program Coordinator, Tufts University

Education: MSc, Education (Higher Education); University of Oxford
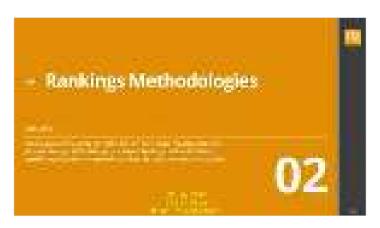

Kesh Patel
Consultant

Expertise: Student Recruitment; Marketing & Communications; Business Strategy

Experience: Product Manager: Insights & Strategy; Marketing Content Manager; Student Recruitment Manager; Board of Governors of an Educational Academy

Education: Current MBA Student, University of Manchester

Day 1: 13:10-14:10
Shadi Hijazi

Day 1: 14:20-15:20
Eimi Satoh

Day 1: 15:30-16:50
Jacques de Champchesnel
Shadi Hijazi

Day 2: 15:00-16:30
Shadi Hijazi

Day 2: 16:40-17:40
Kesh Patel

Day 2: 17:50-19:20
David Reggio

+ Rankings Insights

Shadi Hijazi

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*Insights from analyzing World University Rankings by Subjects 2020
(Performance and comparisons with regional peers)*

Gap Analysis

01

**28 July 2020
13:10 – 14:10
9:10 – 10:10 (London)**

QS WORLD UNIVERSITY RANKINGS 2021

1,002
UNIVERSITIES
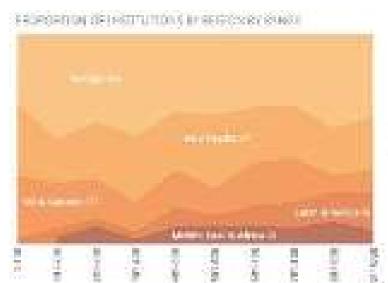
80
LOCATIONS COVERED
(TOP 1000)
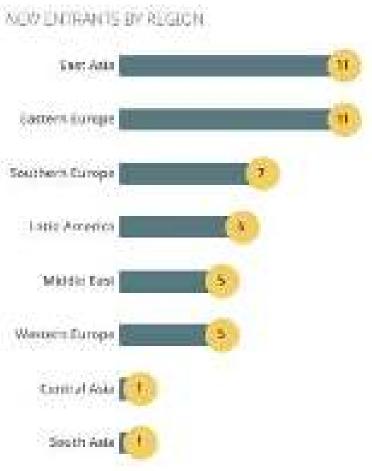
1,002
INSTITUTIONS RANKED
(TOP 1000)

47
NEW INSTITUTIONS
(TOP 1000)

NEW ENTRANTS BY REGION

DISTRIBUTION BY REGION

PROPORTION OF INSTITUTIONS BY REGION OVER RANGE

RESEARCH GROWTH

Karakalpak State University
National University of Uzbekistan
Samarkand Agricultural Institute
Samarkand State University
Tashkent Institute of Irrigation and Melioration
Tashkent Islamic University
Tashkent State Technical University
Tashkent State University of Economics
Tashkent University of Information Technology
Westminster International University in Tashkent

RESEARCH INITIATIVES

2030 Uzbekistan Research Online brings together all of Uzbekistan's peer-reviewed journals under one umbrella, raising the visibility of prominent scholars and providing worldwide access to national research.

https://uzjournals.edu.uz/

QS AND UZBEKISTAN UNIVERSITIES

Inha University in Tashkent
National University of Uzbekistan
Tashkent Institute of Irrigation and Agricultural Mechanization Engineers (TIIAME)
Tashkent State Pedagogical University
Tashkent University of Information Technologies
Turin Polytechnic University in Tashkent
Urgench State University
Uzbek State World Languages University

Gulistan State University
Karakalpak State University
Samarkand State Medical Institute
Samarkand State University
Tashkent Institute of Architecture and Construction
Tashkent Medical Academy
Tashkent Pharmaceutical Institute
Tashkent State Agrarian University
Tashkent State Dental Instiute
Tashkent State Technical University
Tashkent State University of Economics
Tashkent State University of Uzbek Language and Literature named after Alisher Nava'i
University of World Economy and Diplomacy
Westminster International University in Tashkent

Participation in the QS Rankings
The university must run undergraduate AND graduate/postgraduate programs.

The university must run programs that objectively qualify under more than one of the 5 subject areas

Universities are expected to provide us with accurate data. Please note that the figures
should be based on the last **annual reporting period**

International Islamic Academy of Uzbekistan
Tashkent Institute of Textile and Light Industry
Namangan Institute of Engineering and Technology
Tashkent Institute of Finance
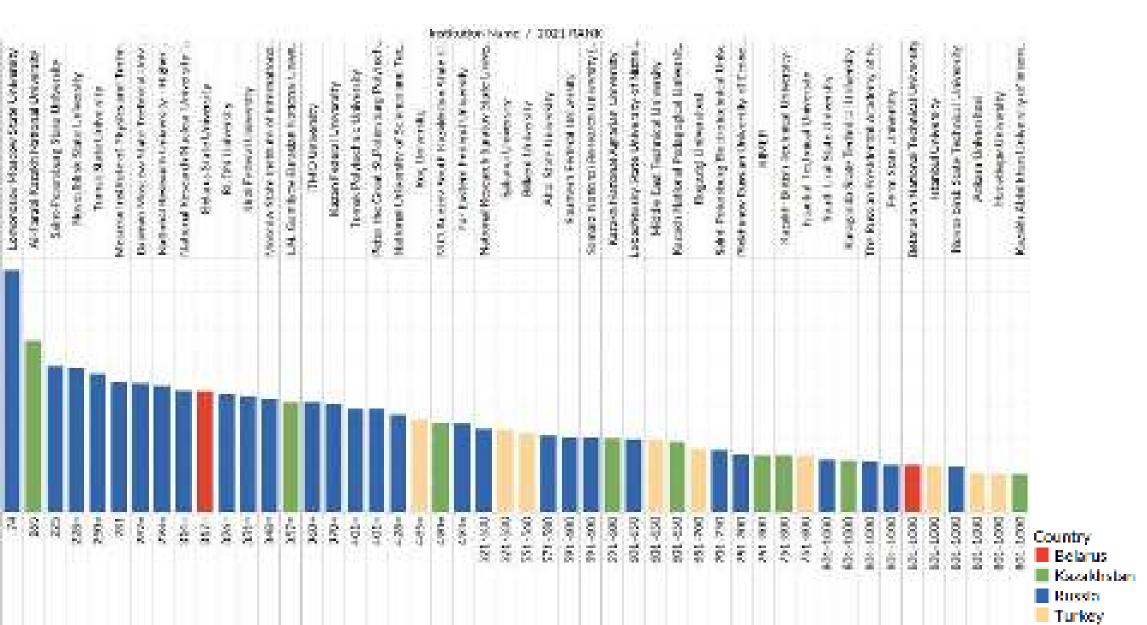Yeoju Technical Institute Tashkent
Samarkand Agricultural Institute

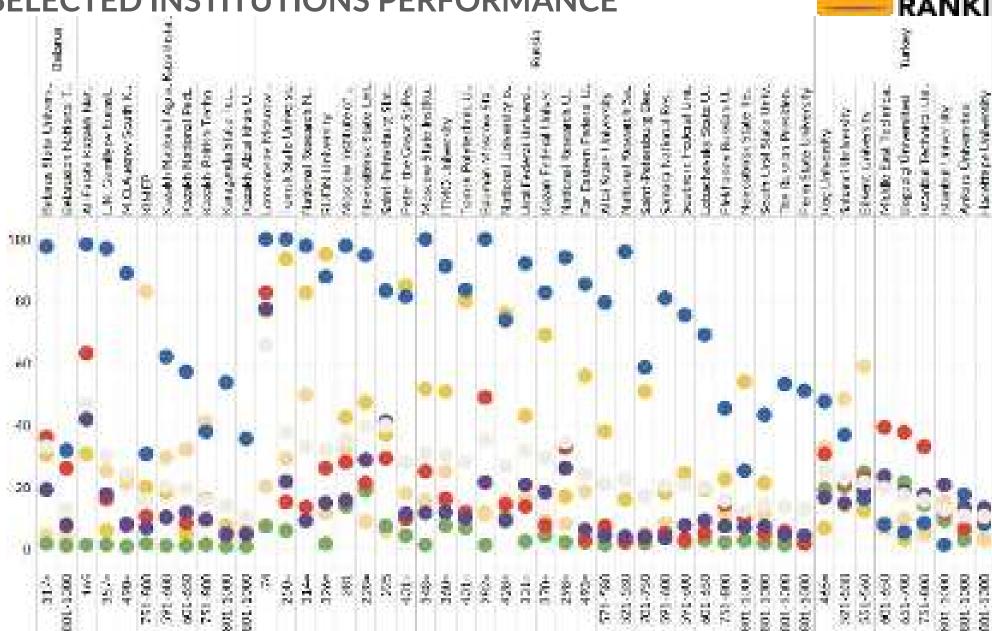QS – Uzbekistan Project

RANKINGS OF SELECTED COUNTRIES

SELECTED INSTITUTIONS PERFORMANCE

QS – Uzbekistan Project

QS WORLD UNIVERSITY RANKINGS 2021

ACADEMIC REPUTATION

102,662
ACADEMIC
RESPONDENTS
+8%

1,601,786
ACADEMIC
NOMINATIONS
+7%

155
LOCATIONS
FEATURED

NUMBER OF INSTITUTIONS NOMINATED BY ACADEMICS

2021	5,381
2020	4,983

There has been an increase of almost 8% in the number of institutions nominated by academics globally.

QS WORLD UNIVERSITY RANKINGS 2021
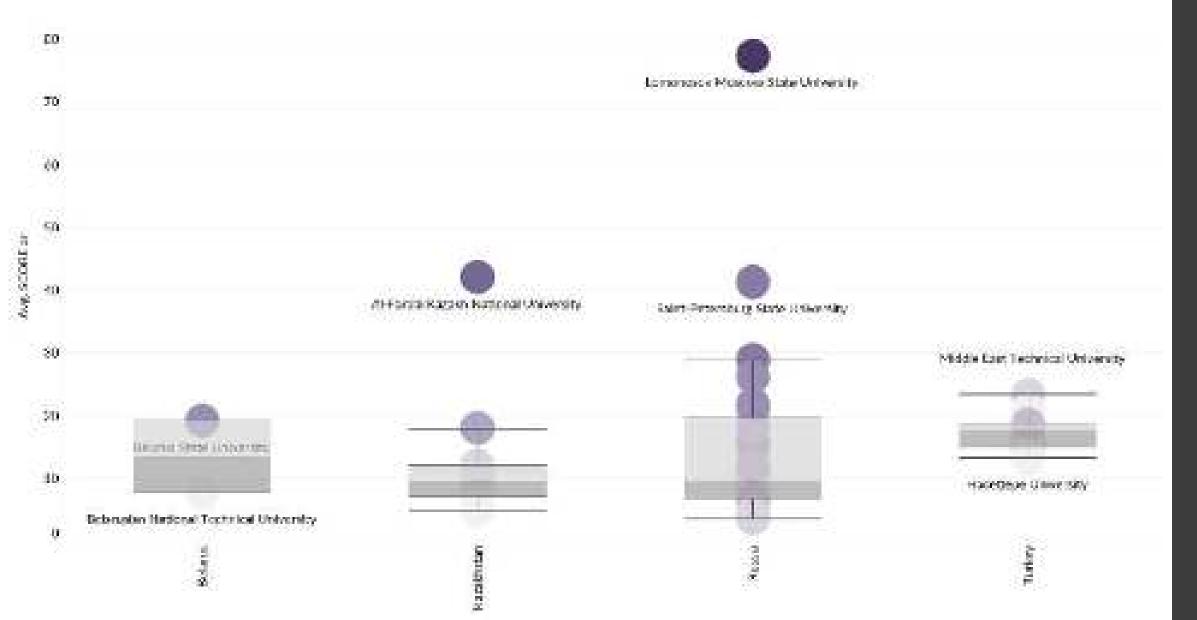
ACADEMIC REPUTATION		
1	HARVARD UNIVERSITY	US
2	UNIVERSITY OF CAMBRIDGE	UK
3	UNIVERSITY OF OXFORD	UK
4	STANFORD UNIVERSITY	US
5	MASSACHUSETTS INSTITUTE OF TECHNOLOGY (MIT)	US
6	UNIVERSITY OF CALIFORNIA, BERKELEY (UCB)	US
7	THE UNIVERSITY OF TOKYO	JP
8	UNIVERSITY OF CALIFORNIA, LOS ANGELES (UCLA)	US
9	YALE UNIVERSITY	US
10	PRINCETON UNIVERSITY	US
11	COLUMBIA UNIVERSITY	US
12	NATIONAL UNIVERSITY OF SINGAPORE (NUS)	SG
13	UCL (UNIVERSITY COLLEGE LONDON)	UK
14	UNIVERSITY OF CHICAGO	US
15	UNIVERSITY OF TORONTO	CA

The 'cornerstone' of the QS approach. Reputation matters

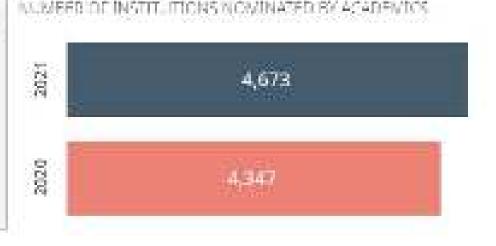*US and UK dominating the field here, but strong entries from Japan (7) and Singapore (12).*

QS WORLD UNIVERSITY RANKINGS 2021

EMPLOYER REPUTATION

51,649
EMPLOYER
RESPONDENTS
+15%

309,856
EMPLOYER
NOMINATIONS
+29%

150
LOCATIONS
FEATURED

The US, Europe and Australia dominate the Employer Reputation indicator, with particular success in the attraction of international nominations. China (mainland), India and Russia are also showcasing solid results but with stronger focus on their national markets.
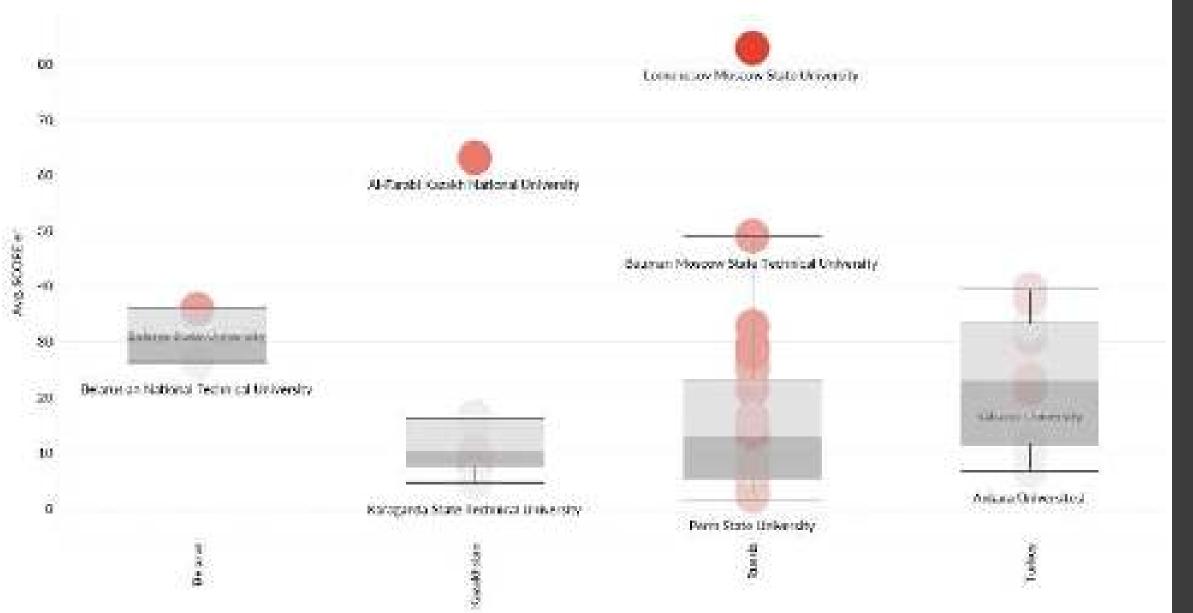
NUMBER OF INSTITUTIONS NOMINATED BY ACADEMICS

2021: 4,673

2020: 4,347

QS – Uzbekistan Project

QS WORLD UNIVERSITY RANKINGS 2021

	EMPLOYER REPUTATION	
1	HARVARD UNIVERSITY	US
2	UNIVERSITY OF CAMBRIDGE	UK
3	UNIVERSITY OF OXFORD	UK
4	MASSACHUSETTS INSTITUTE OF TECHNOLOGY (MIT)	US
5	STANFORD UNIVERSITY	US
6	YALE UNIVERSITY	US
7	CENTRALESUPÉLEC	FR
8	UNIVERSITY OF CALIFORNIA, BERKELEY (UCB)	US
9	IMPERIAL COLLEGE LONDON	UK
10	UNIVERSITY OF CALIFORNIA, LOS ANGELES (UCLA)	US
11	LONDON SCHOOL OF ECONOMICS AND POLITICAL SCIENCE (LSE)	UK
12	THE UNIVERSITY OF TOKYO	JP
13	PEKING UNIVERSITY	CN
14	PRINCETON UNIVERSITY	US
15	ECOLE POLYTECHNIQUE	FR

US and UK again dominate the field, but we see entries from France, Japan and China

QS Skills Gap Report – data skills are key!

QS WORLD UNIVERSITY RANKINGS 2021

Research Metrics

Powered by Scopus

5,381

AVERAGE RECORDS PER INSTITUTION

4.3%

YEAR ON YEAR INCREASE

57,268
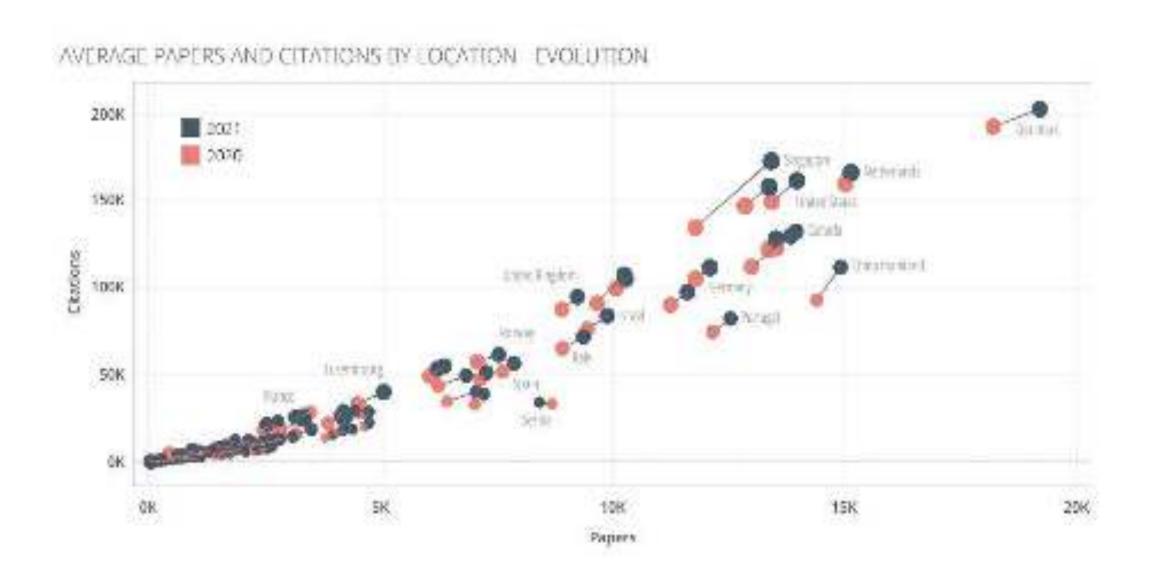
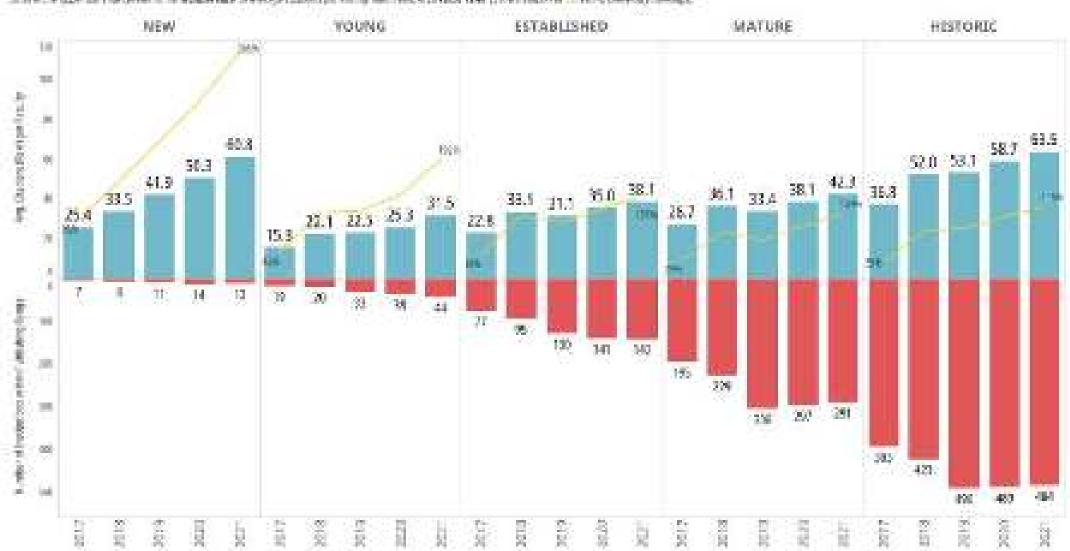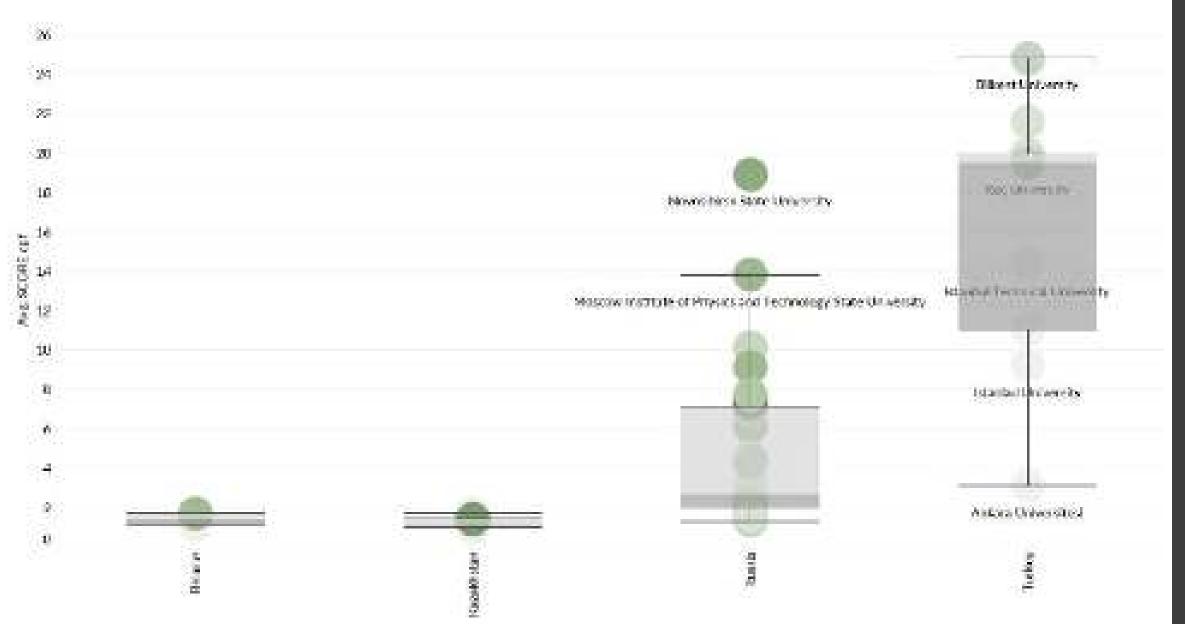AVERAGE CITATIONS PER INSTITUTION

9.2%

YEAR ON YEAR INCREASE

AVERAGE PAPERS AND CITATIONS BY LOCATION - EVOLUTION
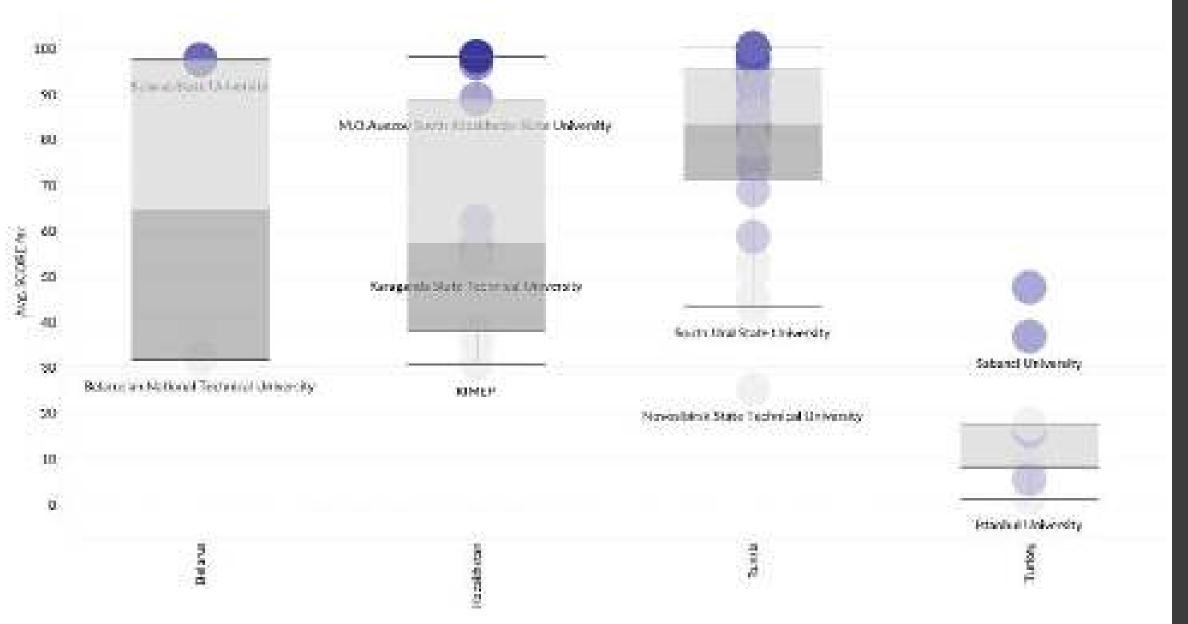
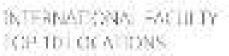|	INTERNATIONAL FACULTY	
1	AMERICAN UNIVERSITY OF SHARJAH	AE
2	AMERICAN UNIVERSITY IN DUBAI	AE
3	ABU DHABI UNIVERSITY	AE
4	KING ABDULLAH UNIVERSITY OF SCIENCE & TECHNOLOGY (KAUST)	SA
5	AJMAN UNIVERSITY	AE
6	UNIVERSITY OF SHARJAH	AE
7	ZAYED UNIVERSITY	AE
8	PRINCE MOHAMMAD BIN FAHD UNIVERSITY	SA
9	KHALIFA UNIVERSITY	AE
10	UNIVERSITY OF MACAU	MO
11	UNITED ARAB EMIRATES UNIVERSITY	AE
12	MACAU UNIVERSITY OF SCIENCE AND TECHNOLOGY	MO
13	QATAR UNIVERSITY	QA
14	CITY UNIVERSITY OF HONG KONG	HK
15	ECOLE POLYTECHNIQUE FÉDÉRALE DE LAUSANNE (EPFL)	CH

QS WORLD UNIVERSITY RANKINGS 2021
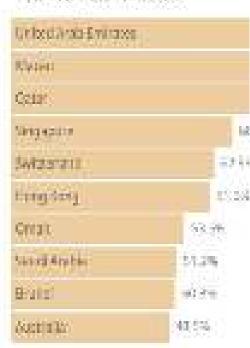
INTERNATIONAL FACULTY

120,647
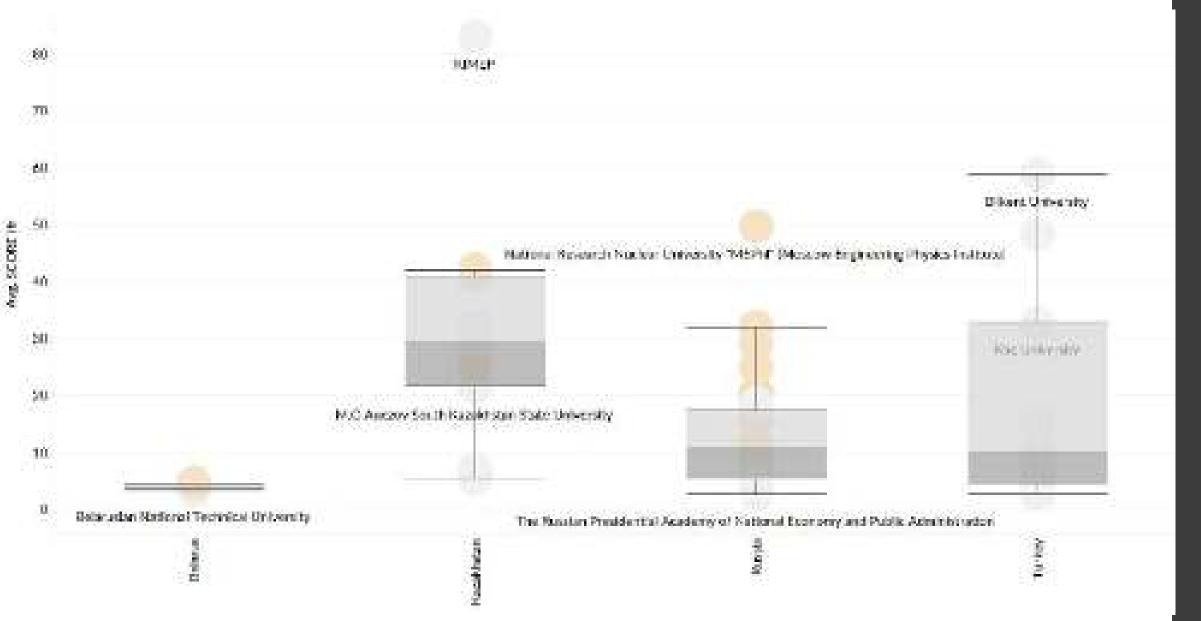AT *TOP 100* UNIVERSITIES

1.9%
YEAR ON YEAR INCREASE

274,261
AT *TOP 500* UNIVERSITIES

3.6%
YEAR ON YEAR INCREASE

INTERNATIONAL STUDENTS

1	LONDON BUSINESS SCHOOL	UK
2	MACAU UNIVERSITY OF SCIENCE AND TECHNOLOGY	MO
3	AJMAN UNIVERSITY	AE
4	AMERICAN UNIVERSITY IN DUBAI	AE
5	IE UNIVERSITY	ES
6	AMERICAN UNIVERSITY OF SHARJAH	AE
7	LONDON SCHOOL OF ECONOMICS AND POLITICAL SCIENCE (LSE)	UK
8	UNIVERSITÖ DELLA SVIZZERA ITALIANA	CH
9	CRANFIELD UNIVERSITY	UK
10	KING ABDULLAH UNIVERSITY OF SCIENCE & TECHNOLOGY (KAUST)	SA
11	ABU DHABI UNIVERSITY	AE
12	ECOLE POLYTECHNIQUE FÉDÉRALE DE LAUSANNE (EPFL)	CH
13	THE UNIVERSITY OF SYDNEY	AU
14	IMPERIAL COLLEGE LONDON	UK
15	UNIVERSITY OF SHARJAH	AE

QS – Uzbekistan Project
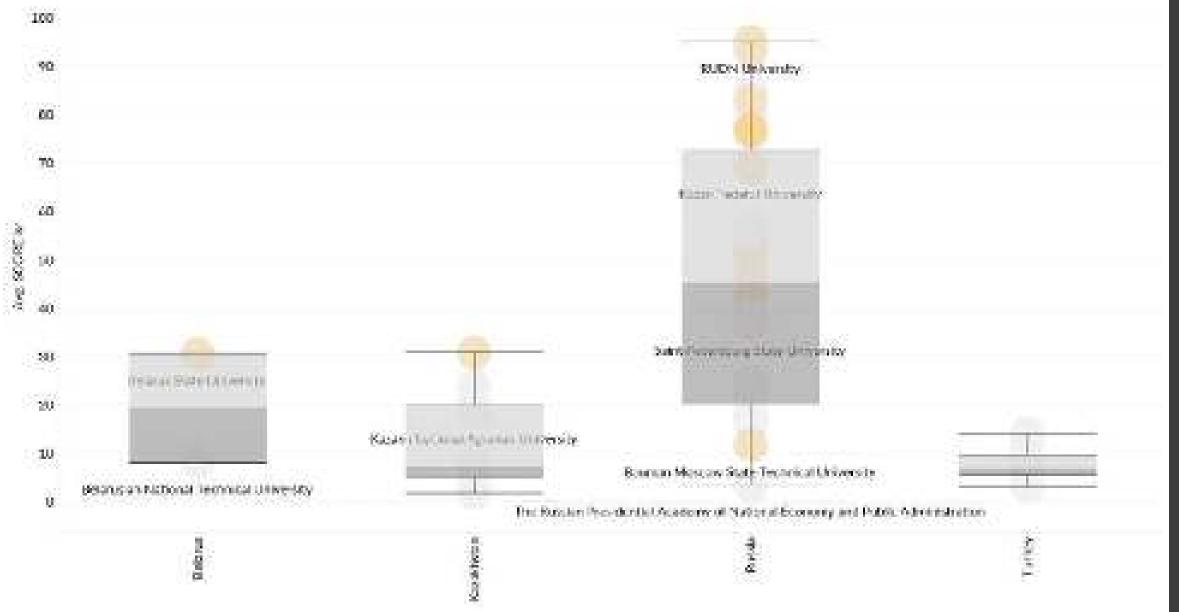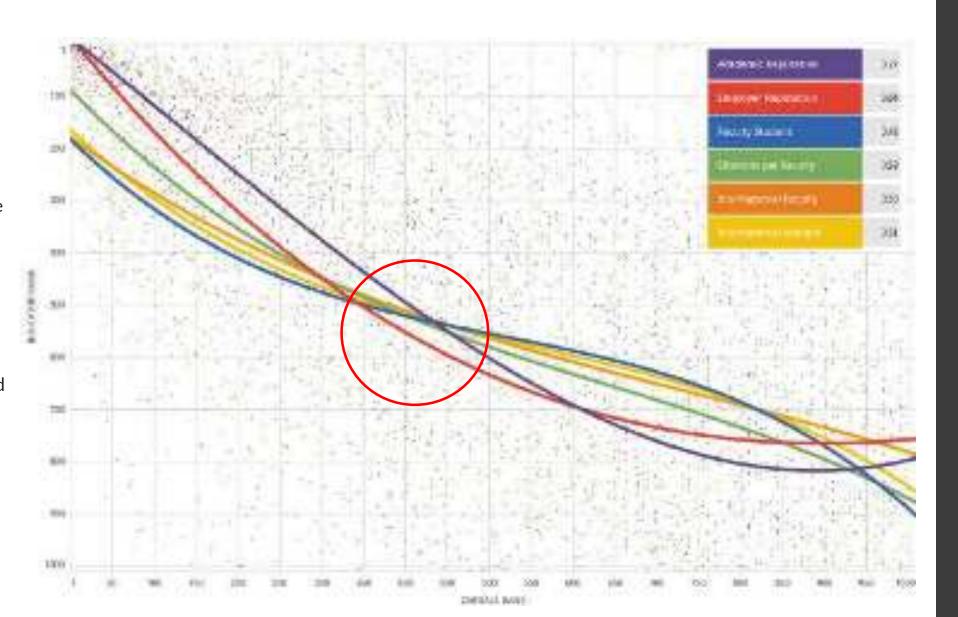
RANKINGS INDICATORS: CORRELATION

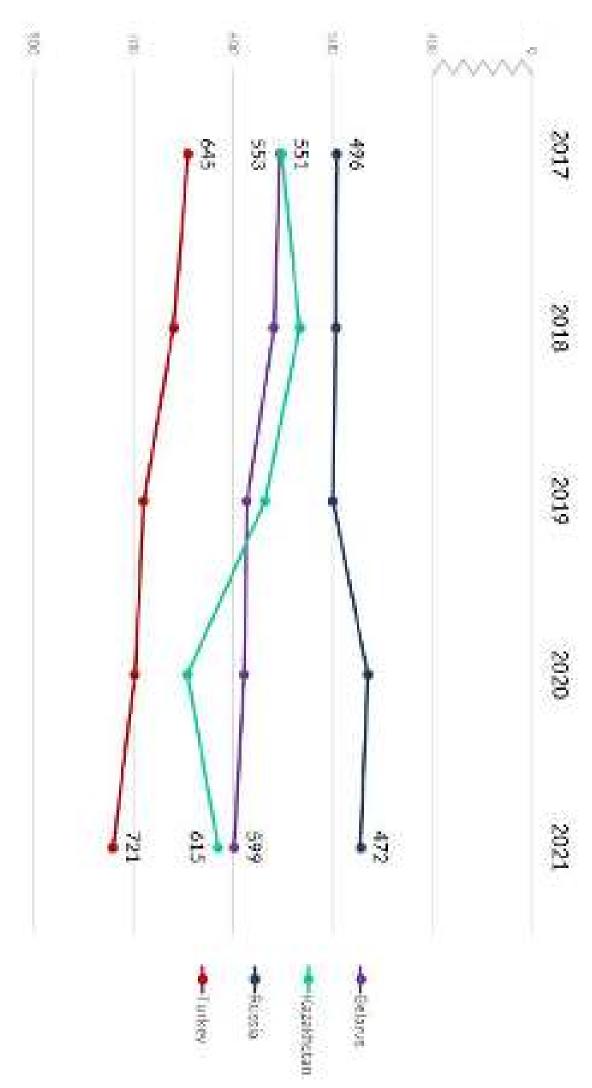The chart presents the correlation between each indicator and the overall results.

Academic and Employer Reputation are key indexes for the top 200 institutions overall.

The internationalization metrics and the student-to-faculty ratio have an increased relevance for those institutions placed in the 500-800 performance bracket.

Average Rank (out of 1,002 institutions)
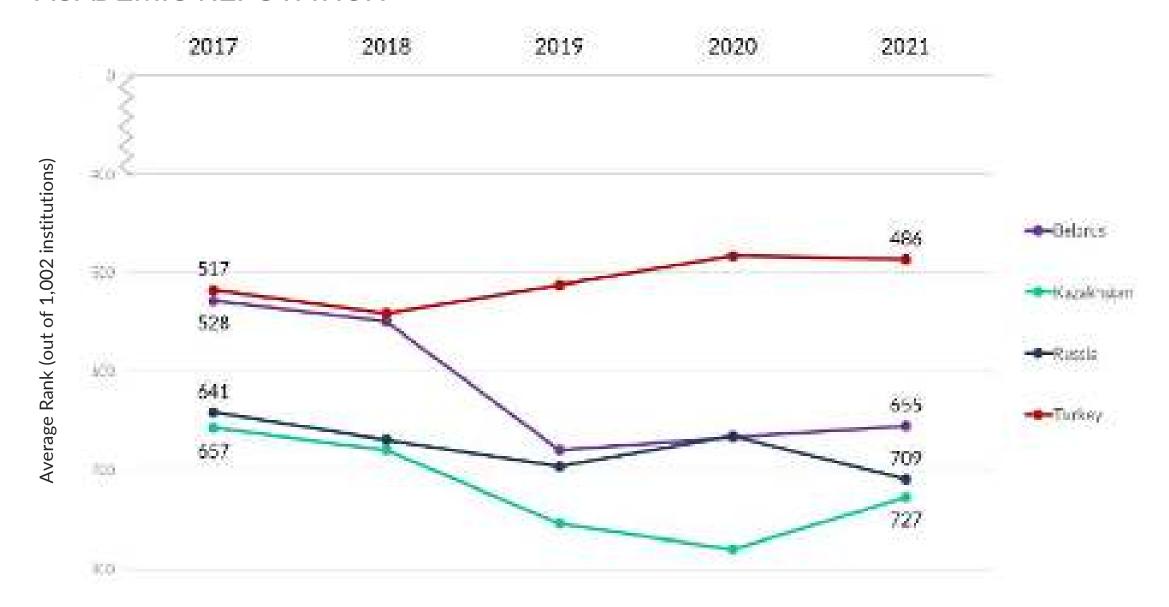
WUR AVERAGE RANK EVOLUTION
ACADEMIC REPUTATION
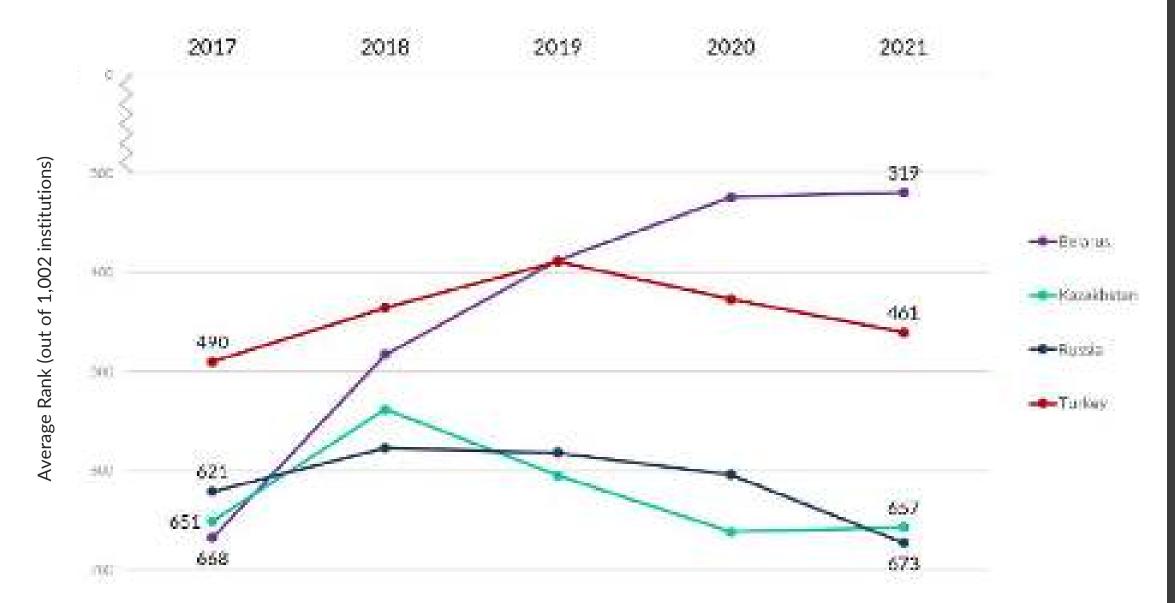
WUR AVERAGE RANK EVOLUTION
EMPLOYER REPUTATION
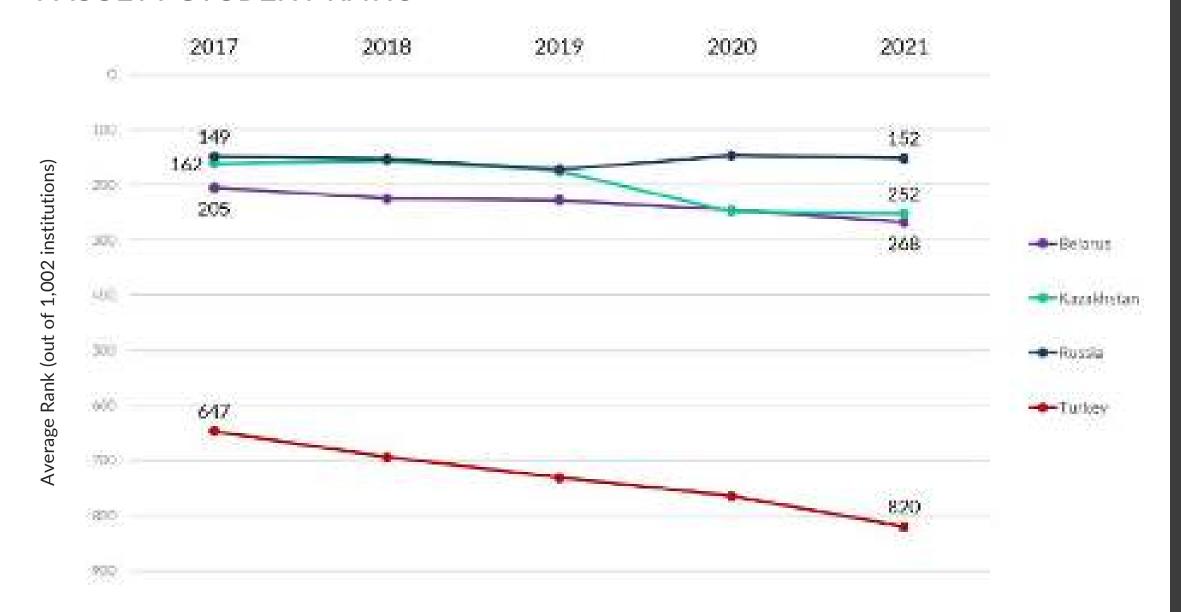
WUR AVERAGE RANK EVOLUTION
FACULTY STUDENT RATIO
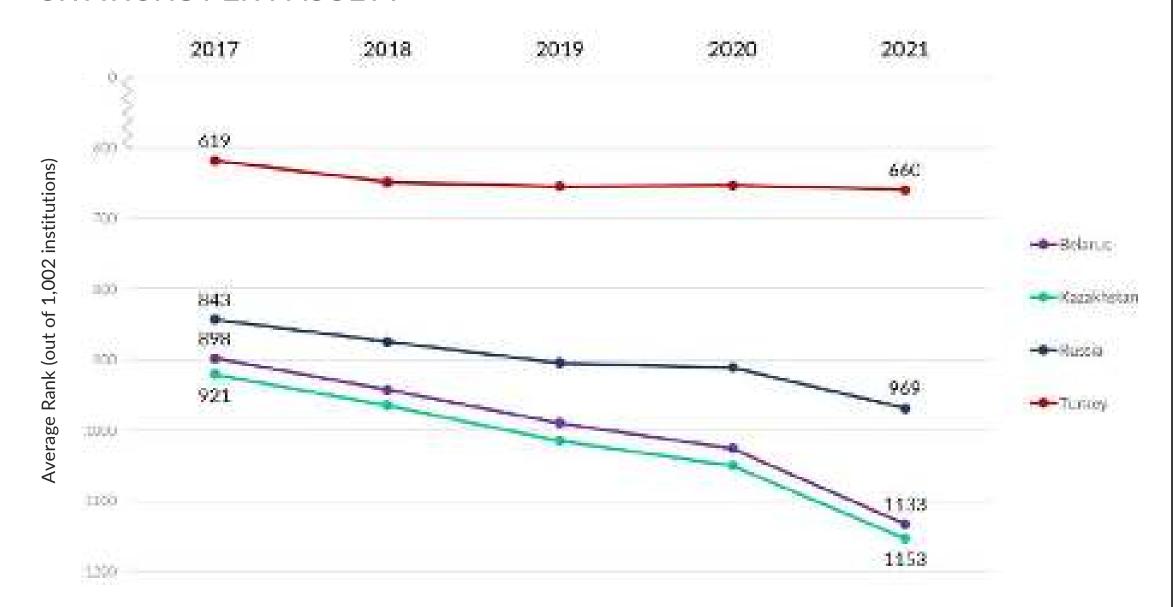
WUR AVERAGE RANK EVOLUTION
CITATIONS PER FACULTY

WUR AVERAGE RANK EVOLUTION
INTERNATIONAL FACULTY RATIO

Average Rank (out of 1,002 institutions)

2017 2018 2019 2020 2021

512

577

625

679

695

739

725

955

Belarus
Kazakhstan
Russia
Turkey

QS – Uzbekistan Project

38

WUR AVERAGE RANK EVOLUTION
INTERNATIONAL STUDENT RATIO

39

WORLD UNIVERSITY RANKINGS

EMERGING EUROPE & CENTRAL ASIA

EECA RANKINGS 2020

EECA RANKINGS 2020

Academic Reputation	189
Employer Reputation	155
Faculty Student	251+
Staff with PhD	194
Citations per Paper	251+
Papers per Faculty	251+
International Research Network	251+
International Faculty	251+
International Students	251+
Web Impact	251+

Tashkent Institute of Irrigation and Agricultural Mechanization Engineers (TIIAME)

QS – Uzbekistan Project
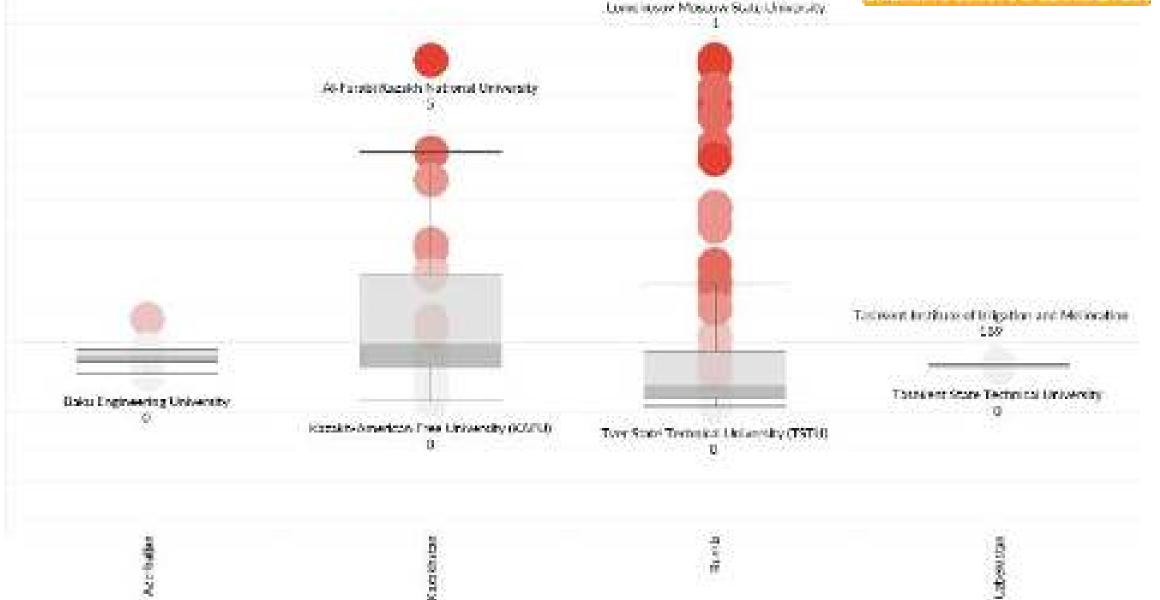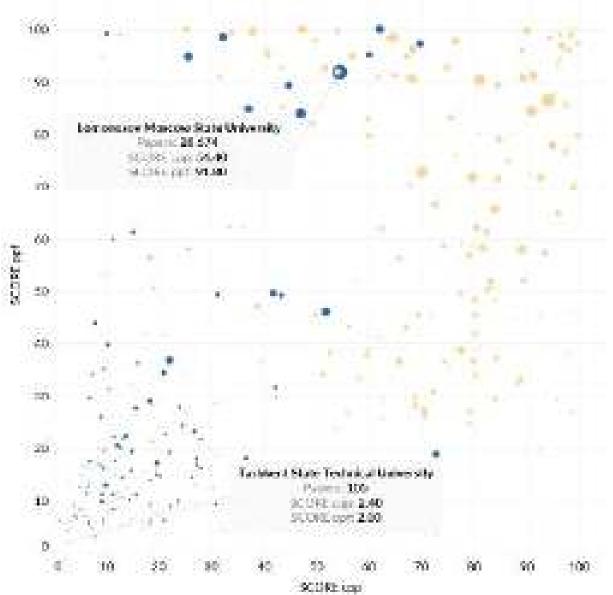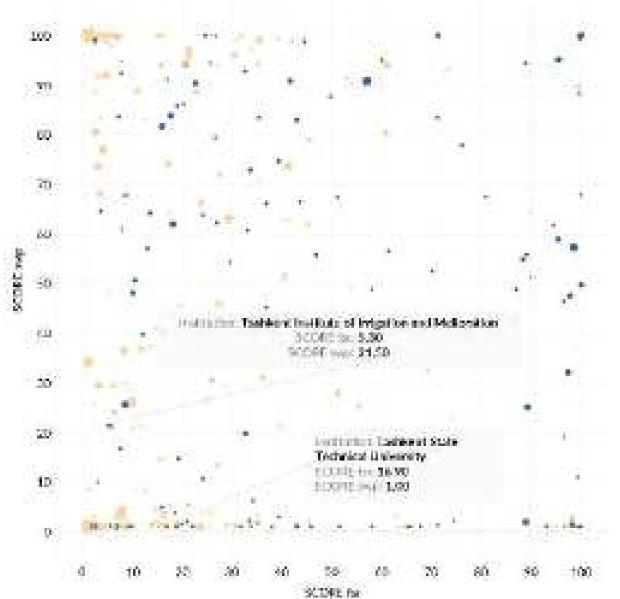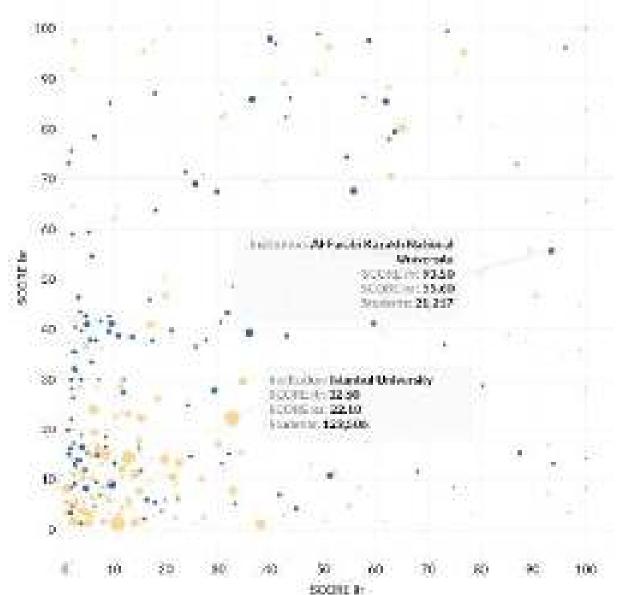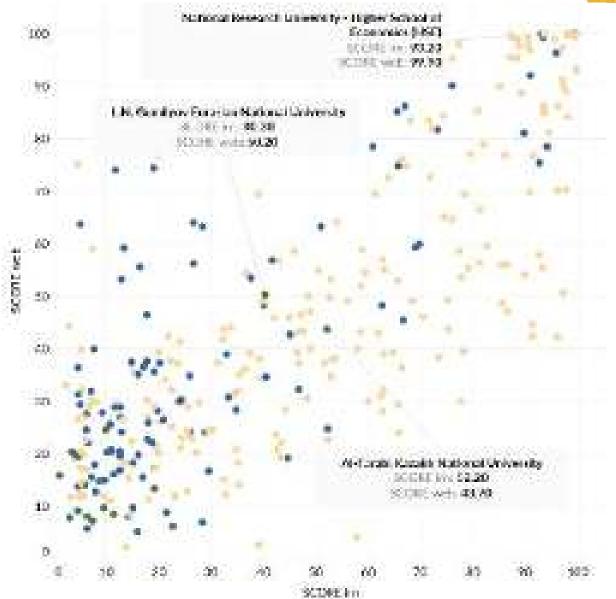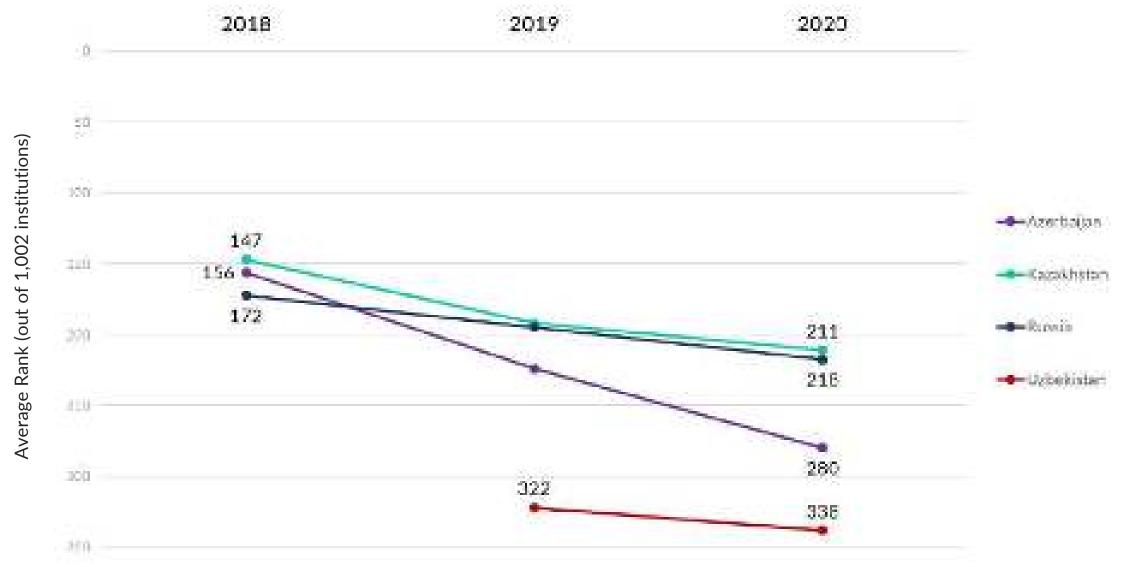
EECA RANKINGS: AVERAGE RANK EVOLUTION
OVERALL

EECA RANKINGS: AVERAGE RANK EVOLUTION
ACADEMIC REPUTATION

Average Rank (out of 1,002 institutions)

2018   2019   2020

98
123
150
186
147
148
189
228

Azerbaijan
Kazakhstan
Russia
Uzbekistan
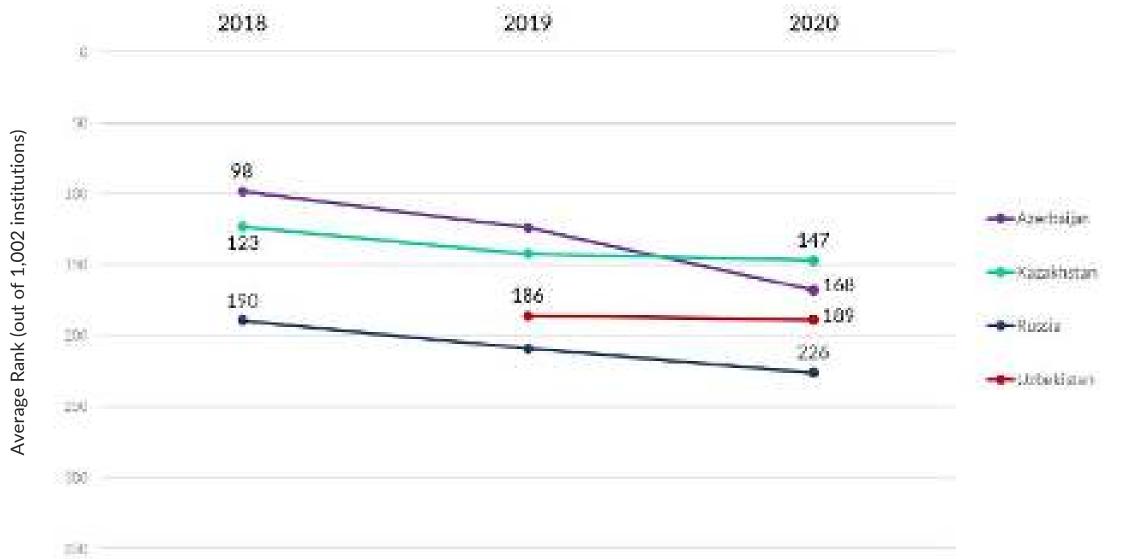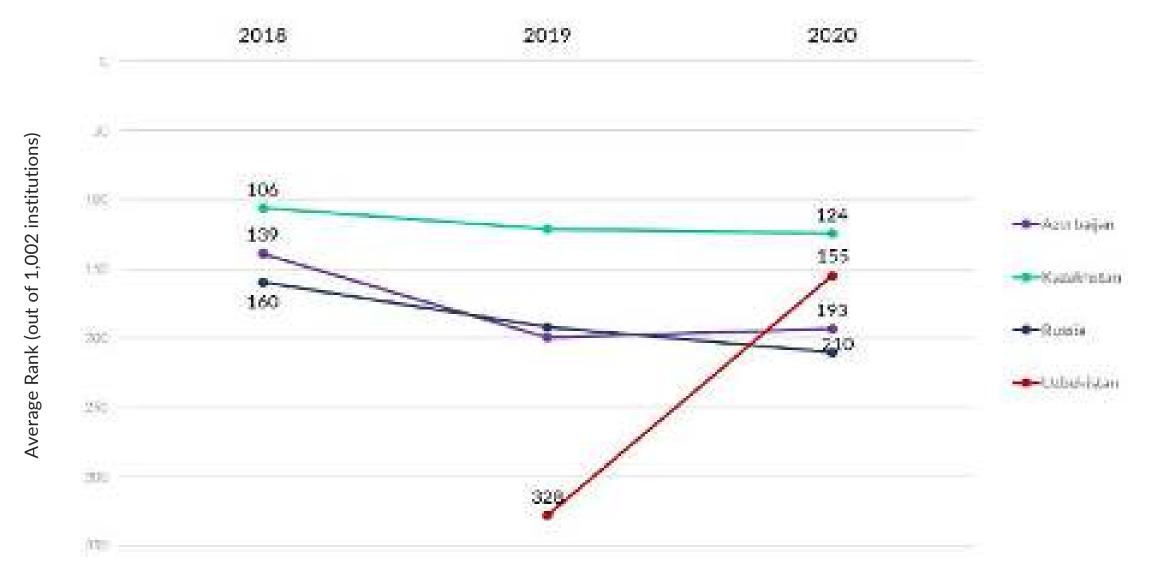
EECA RANKINGS: AVERAGE RANK EVOLUTION
EMPLOYER REPUTATION

EECA RANKINGS: AVERAGE RANK EVOLUTION
FACULTY STUDENT RATIO

Average Rank (out of 1,002 institutions)

2018 · 2019 · 2020

- Azerbaijan
- Kazakhstan
- Russia
- Uzbekistan

94 · 116 · 119 · 120 · 150 · 210 · 217 · 299
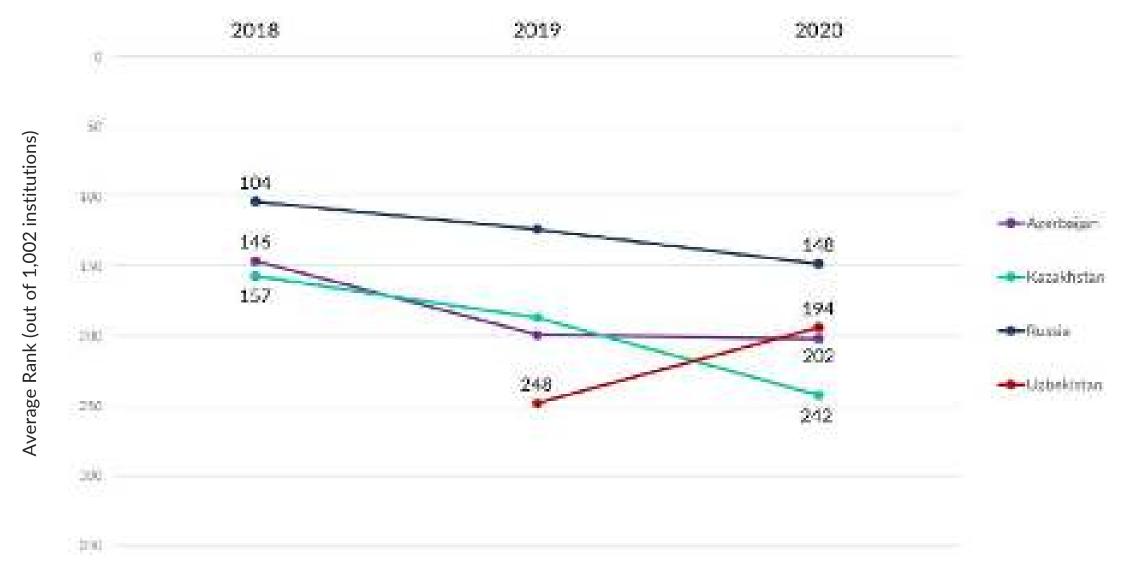
EECA RANKINGS: AVERAGE RANK EVOLUTION
STAFF WITH PHD
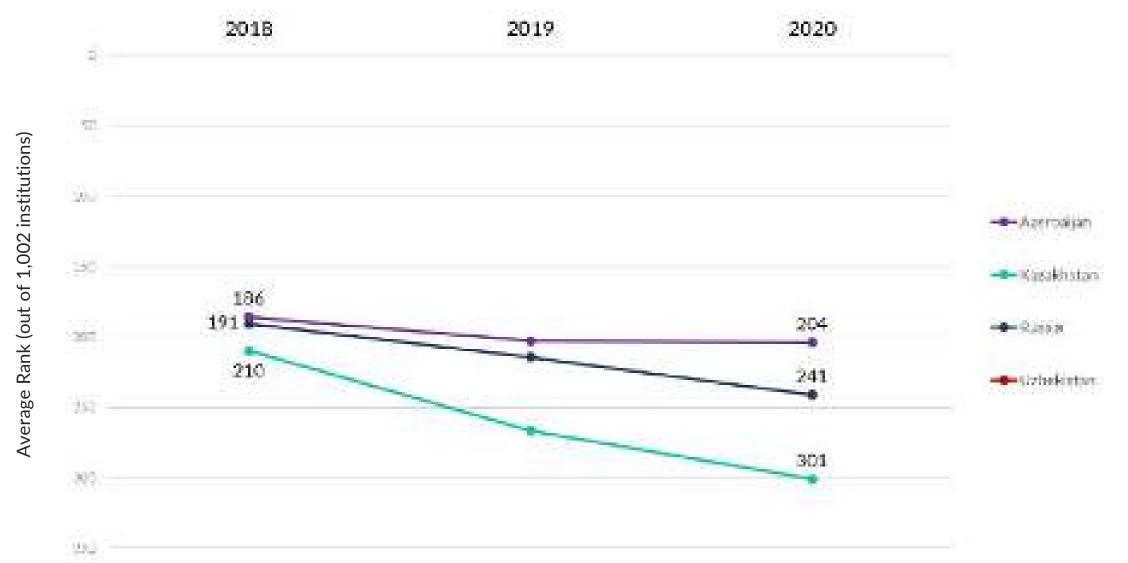
EECA RANKINGS: AVERAGE RANK EVOLUTION
CITATIONS PER PAPER
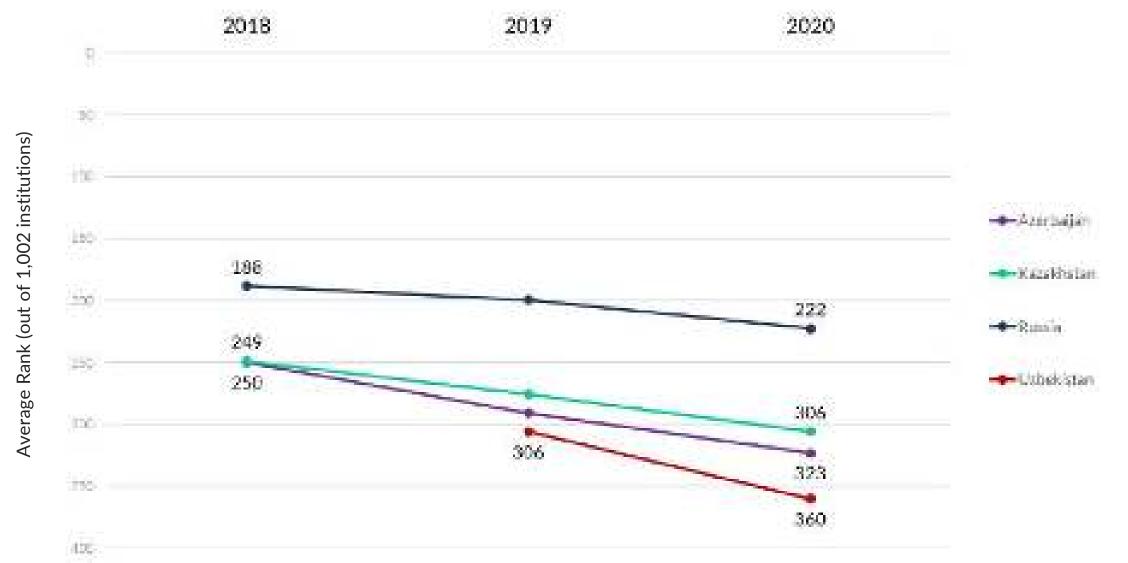
EECA RANKINGS: AVERAGE RANK EVOLUTION
INTERNATIONAL RESEARCH NETWORK
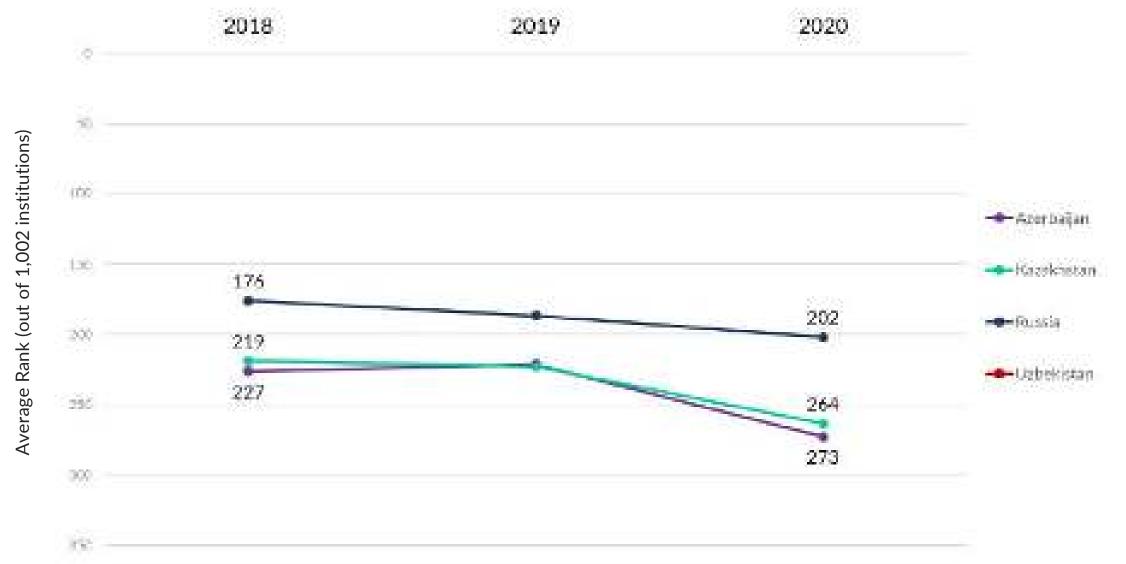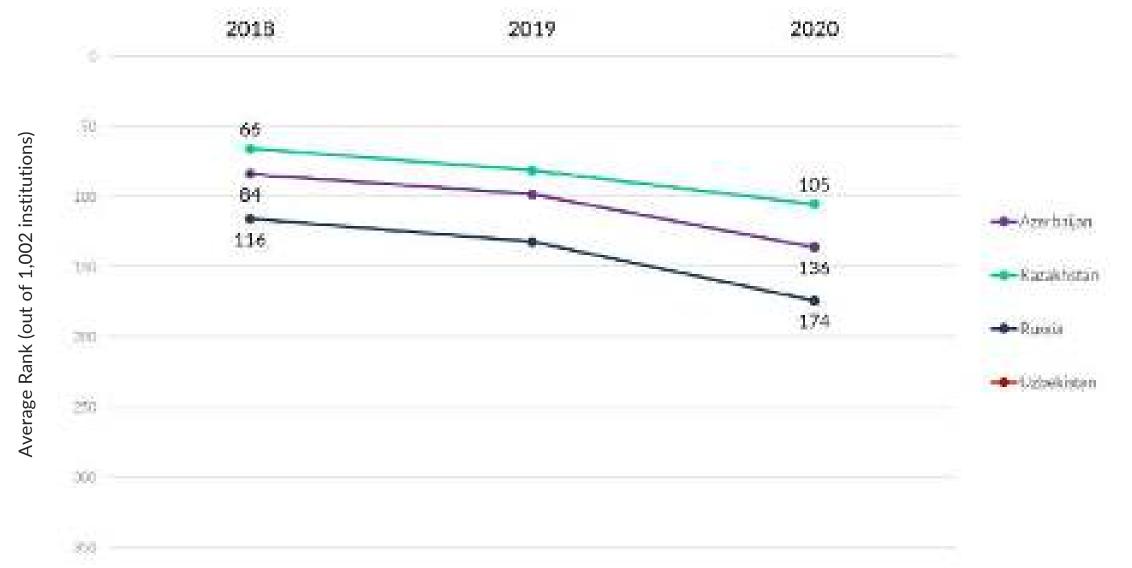
EECA RANKINGS: AVERAGE RANK EVOLUTION
INTERNATIONAL FACULTY RATIO
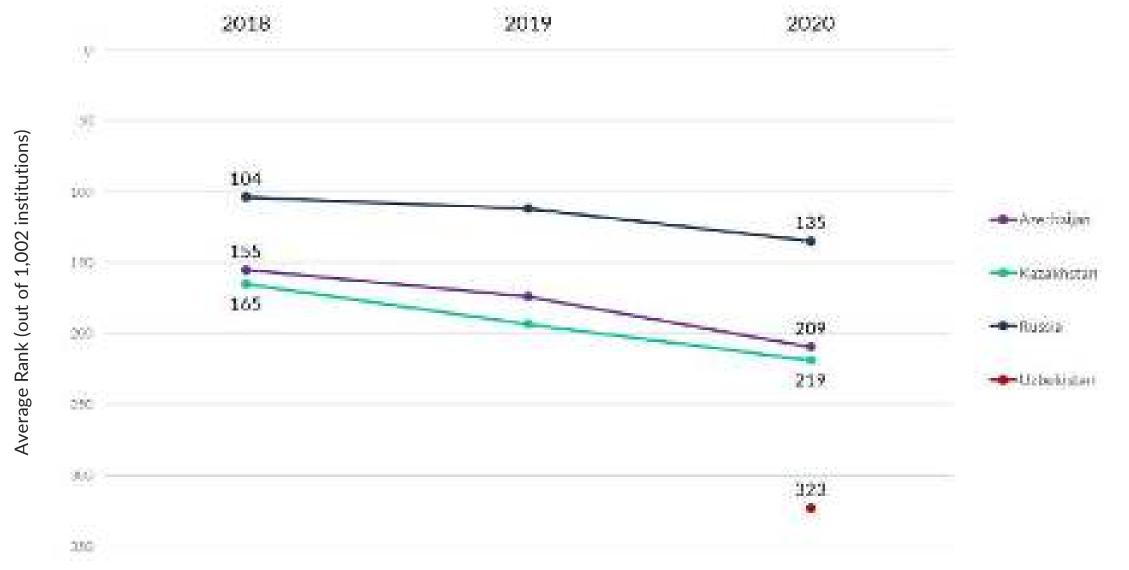
EECA RANKINGS: AVERAGE RANK EVOLUTION
INTERNATIONAL STUDENT RATIO
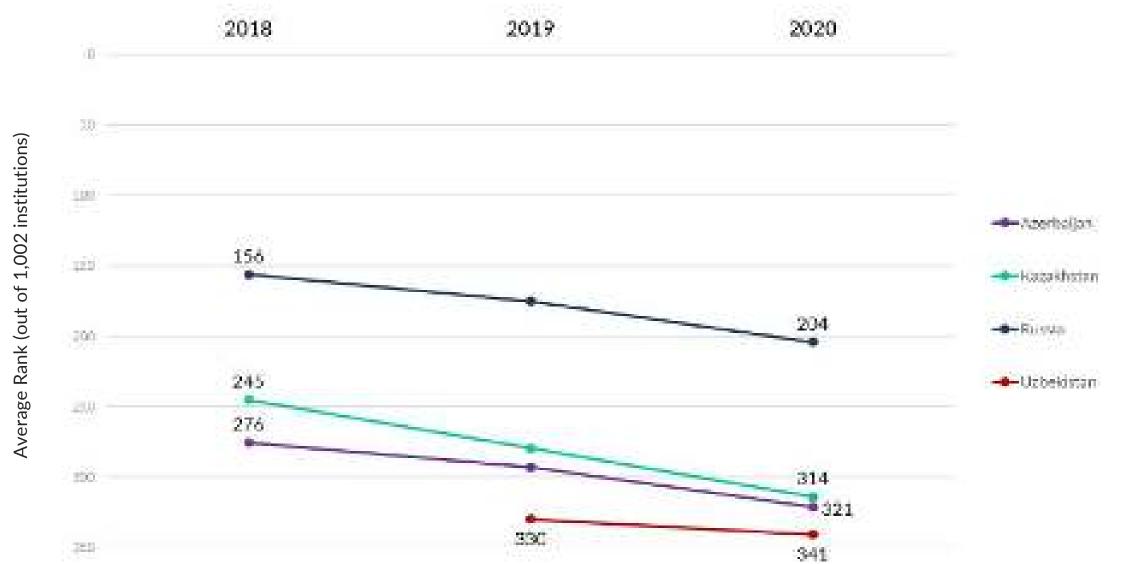
EECA RANKINGS: AVERAGE RANK EVOLUTION
WEB IMPACT
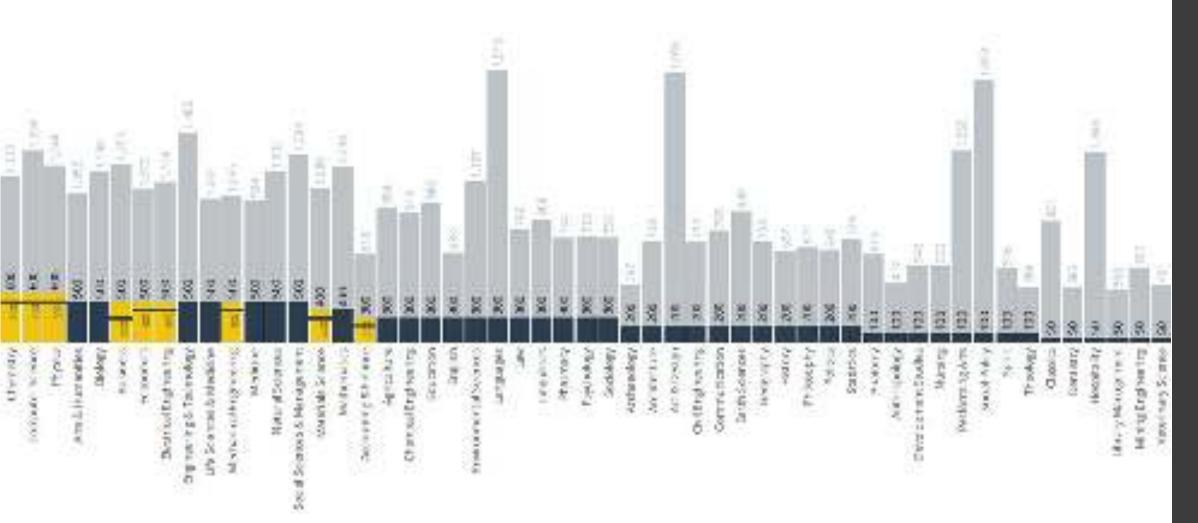
Comparison of the number of institutions considered in each subject ranking (grey) and the number of institutions published (blue/yellow)

The subjects in yellow are those in which the publishing ranges were extended in 2019 to include a larger number of institutions

161
INSTITUTIONS cited by academics in at least one subject

136
INSTITUTIONS scored in at least one subject

36
INSTITUTIONS in published ranking for at least one subject

38
subject areas featuring at least one institution from Russia

SUBJECT RANKINGS: KAZAKHSTAN

44

INSTITUTIONS cited by academics in at least one subject

43

INSTITUTIONS scored in at least one subject

2

INSTITUTIONS in published ranking for at least one subject

7

subject areas featuring at least one institution from Kazakhstan

RANKINGS VS RATING

Rankings

- Relative performance
- Creates a hierarchical list
- Changes every year
- Limited indicators
- Favours research
- Public service

Examples: QS, THE or ARWU

Ratings

- Inclusive & Adaptive
- Global standard
- Fixed for a term (3Y)
- Many more indicators
- Lower emphasis on research
- (Generally) Paid service

Examples: QS Stars, QS IGAUGE, UK TEF etc

+ **Rankings Methodologies**

Eimi Satoh

Explaining and discussing the differences between World rankings and other focused rankings: EECA rankings and Subject Rankings; with practical and detailed explanations to help understand all the measurements and nuances.

02

28 July 2020
14:20 – 15:20
10:20 – 11:20 (London)

QS RANKINGS – THE OVERVIEW
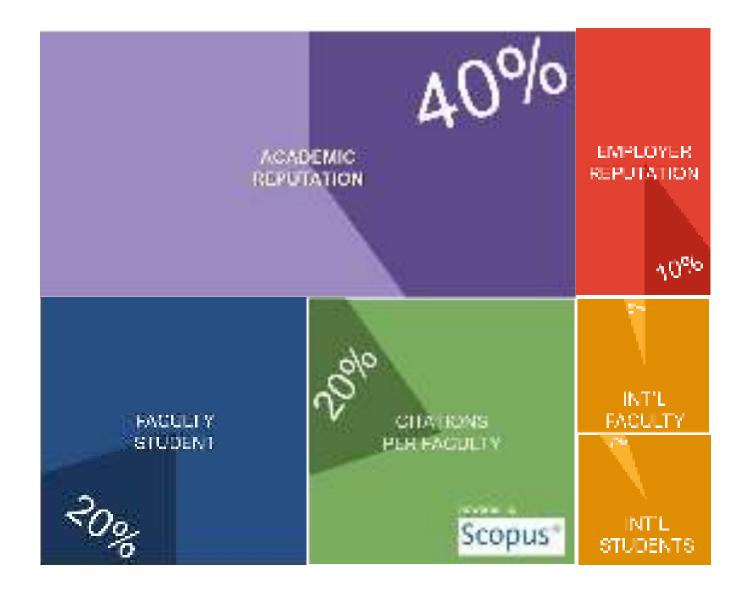
QS WORLD UNIVERSITY RANKING
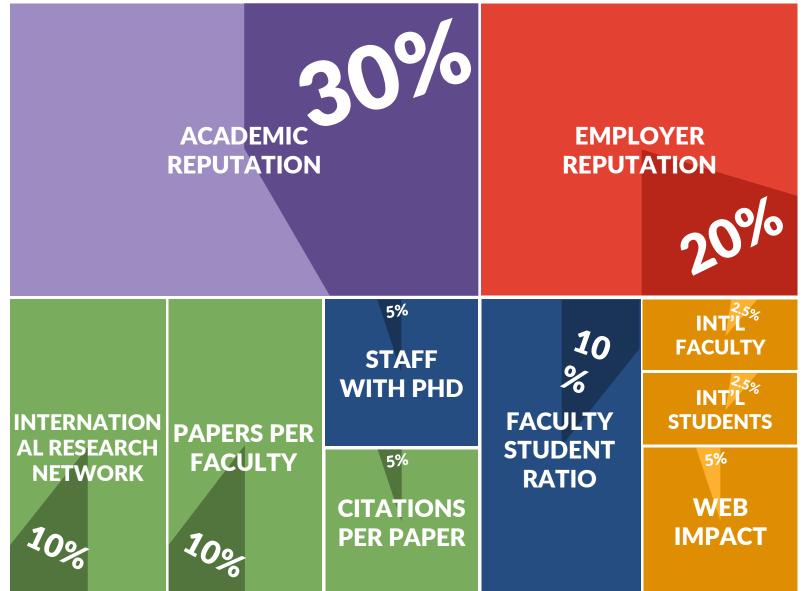
QS WORLD UNIVERSITY RANKINGS BY REGION

ACADEMIC REPUTATION **30%**

EMPLOYER REPUTATION **20%**

INTERNATIONAL RESEARCH NETWORK **10%**

PAPERS PER FACULTY **10%**

STAFF WITH PHD 5%

CITATIONS PER PAPER 5%

FACULTY STUDENT RATIO **10%**

INT'L FACULTY 2.5%

INT'L STUDENTS 2.5%

WEB IMPACT 5%

68

QS WORLD UNIVERSITY RANKINGS BY SUBJECT

ACADEMIC REPUTATION	EMPLOYER REPUTATION	CITATIONS PER PAPER	H-INDEX

DATA SOURCES FOR QS RANKINGS

FACULTY STUDENT RATIO	ACADEMIC REPUTATION	PAPERS PER FACULTY	WEB IMPACT
INTERNATIONAL FACULTY	EMPLOYER REPUTATION	CITATIONS PER PAPER	
INTERNATIONAL STUDENTS		CITATIONS PER FACULTY	
STAFF WITH PHD		H-INDEX	
		INTERNATIONAL RESEARCH NETWORK	
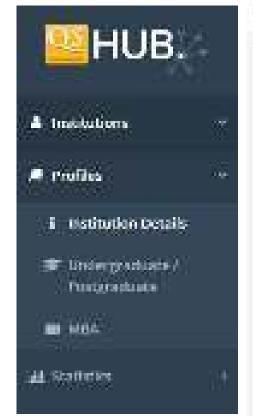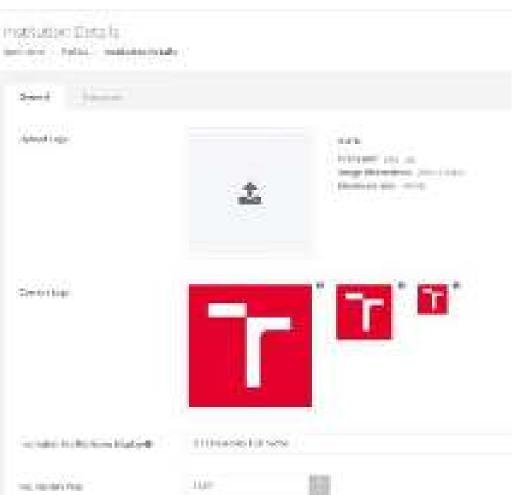
University Submission through QS HUB	QS GLOBAL SURVEYS	SCOPUS database from ELSEVIER	WEBOMETRICS

DATA SOURCES: QS HUB

https://qs-hub.qs.com

University Submission through QS HUB

The list has of institutions included in the rankings has evolved since 2004 in response to a number of stimuli:

Domestic Ranking Performance – the QS Intelligence Unit tracks a growing number of domestic rankings in an attempt to ensure prestigious universities are not excluded

Survey Performance – respondents to the Academic and Employer Reputation Surveys are invited to suggest any institutions they feel may have been omitted

Geographical Balancing – acknowledging that universities have different priorities and characteristics in different parts of the world, the balance of institutions from given countries and regions is periodically reviewed

Direct Case Submission – from time to time institutions approach QS directly to request inclusion, QSIU evaluates each case on its merits drawing comparison against institutions already included in the ranking and, subject to certain pre-requisites and performance indicators being met is open to including additional institutions

DATA SOURCES: QS HUB

University Submission through QS HUB

https://qs-hub.qs.com

DATA SOURCES: QS HUB

University Submission through QS HUB

https://qs-hub.qs.com

DATA SOURCES: QS ACADEMIC SURVEY

The QS Global Academic Survey now stands as the largest survey of its type yet on the opinions of academics globally with a response of over 100,000 for the 2021 edition of the rankings. This phenomenal result is, in part, due to QS' investment in survey software, survey design, effectiveness of communication and database management, but also reflects the strong awareness and interest right around the world in the QS World University Rankings® and university evaluations generally.

To boost the size and stability of the sample, QS combines responses from the last five years, where any respondent has responded more than once in the five year period, previous responses are discarded in favour of the latest numbers.

DATA SOURCES: QS ACADEMIC SURVEY

Personal Details & Job Classification

- ➢ Name
- ➢ Institution
- ➢ Department
- ➢ Job Title/Classification
- ➢ Years in academia

Knowledge Specification

- ✓ **Location** of best academic familiarity

- ✓ **Region(s)** of best academic familiarity from three subsets:
  - Europe, Middle East & Africa
  - Asia, Australia & New Zealand
  - Americas

- ✓ **Broad Subject Area(s)** of expertise:
  - Arts & Humanities
  - Engineering & Technology
  - Life Sciences & Medicine
  - Natural Sciences
  - Social Sciences

- ✓ **Specific Subject Area(s)** of expertise in up to two specific subjects

Institution Nomination

- ✓ **Domestic:** up to ten institutions within their own country for *each* of their Broad Subject Areas of expertise

- ✓ **International:** up to thirty international institutions for *each* of their Broad Subject Areas of expertise
  - Institutions eligible for nomination are solely from the region(s) of familiarity

- ✓ Own institution of affiliation excluded to minimize bias

Additional Information

- ✓ Feedback on institutions unavailable for nomination in their subject areas due to eligibility constraints

- ✓ Insighs

- ✓ Recent research developments

DATA SOURCES: QS EMPLOYER SURVEY

Employer Reputation component is unique amongst current international evaluations in taking into consideration the important component of employability. The majority of undergraduate students leave university in search of employment after their first degree, making the reputation of their university amongst employers a crucial consideration.

The QS Global Employer Survey has seen a dramatic increase in response, from 17,000 in 2011 to over 50,000 for the 2021 edition of the rankings. Growth has been seen worldwide but especially in Latin America, Russia, India and China. Responses are closely scrutinized and weighted to eliminate biases. In order to ensure the stability of the sample, QS combines responses from the last five years.

DATA SOURCES: QS EMPLOYER SURVEY

Personal Details & Job Classification

- Name
- Company and Size
- Industry
- Department
- Job Title
- Extent of recruitment responsibilities

Knowledge Specification

- **Country** with which they have most familiarity.

- **Region** – regional knowledge
  - USA & Canada
  - Latin America
  - Western & Northern Europe
  - Central & Eastern Europe
  - Middle East and Africa
  - Asia-Australia & New Zealand

Institution Nomination

- **Domestic:** Respondents are asked to identify up to ten domestic universities that they consider produce the best graduates.

- **International:** Respondents are asked to identify up to thirty international universities that they consider produce the best graduates.

- Disciplines and Engineering specializations the company prefers to recruit from.

Additional Information

- Feedback on universities they expected to choose, but didn't find.

- Questions related to Top Business Schools and Recruitment details from MBA hires.

DATA SOURCES: CONTACTS AND RESPONSES

Respondent	2016	2017	2018	2019	2020
A	X	X,Y	X,Y,Z	Y,Z	Z
B	---	---	---	X,Y	X
C	---	---	---	---	X

University	No. of Nominations	Breakdown
X	3	A (2018) B (2020) C (2020)
Y	2	A (2019) B (2019)
Z	1	A (2020)

Table 1: Aggregate values

Universities submit their survey contacts list to QS. Institutions are asked to submit up to 400 academic and employer contacts. Beyond 400, the numbers are subject to random sampling.

Nominations are aggregated at the respondent level (Table 1). Only the most recent nominations are considered for each respondent and organization from the past 5 years.

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THE RANKINGS CYCLE: REPUTATION (SURVEYS)

ACADEMIC SURVEY

EMPLOYER SURVEY

Reputation indicator for 2020 Rankings

- 2015 Nominations (weight 0.25)
- 2016 Nominations (weight 0.50)
- 2017 Nominations
- 2018 Nominations
- 2019 Nominations

Reputation indicator for 2021 Rankings

- 2016 Nominations (weight 0.25)
- 2017 Nominations (weight 0.50)
- 2018 Nominations
- 2019 Nominations
- 2020 Nominations

Nominations are counted from the yearly Academic Survey and Employer Survey conducted by QS. The surveys run in the first quarter of each year.

The QS Global Academic Survey now stands as the largest survey of its type yet on the opinions of academics globally with a response of over 103,000 for the 2021 edition of the rankings.

The QS Global Employer Survey has seen a dramatic increase in response, from 17,000 in 2011 to over 50,000 for the 2021 edition of the rankings.

QS – Uzbekistan Project

CALCULATIONS OF ACADEMIC REPUTATION SCORE

Single Response

Five Years weighted Aggregation 1:1:1:0.5:0.25	Junk Filtering	Anomaly Testing	Response Weight based on region

Responses combined per institution per broad subject area

Weighted Count of International Responses

Weight Factor based on Number of Institutions Available for Selection in the Country	Percentage of Number of Responses from the Country (Excluding respondents from own institution)

Weighted Count of Domestic Responses

In each broad subject area: scaling, combining and removing outliers

Straight Scaling: 0-100

Straight Scaling: 0-100

85% International Score | **15% Domestic**

Square Root to draw in outliers

Art & Humanities	Engineering & Technology	Life Sciences & Medicine	Natural Sciences	Social Sciences & Management

Score for all broad subject areas are combined per institution

Z-score for normalisation (0-100)

ACADEMIC REPUTATION SCORE

CALCULATIONS OF EMPLOYER REPUTATION SCORE

Single Response

| Five Years weighted aggregation 1:1:1:0.5:0.25 | Junk Filtering | Anomaly Testing | Response Weight based on region |

Responses combined per institution

Weighted Count of International Responses

| Weight Factor based on Number of Institutions Available for Selection in the Country | Percentage of Number of Responses from the Country |

Weighted Count of Domestic Responses

Scaling, combining and removing outliers

Straight Scaling: 0-100

Straight Scaling: 0-100

50% International Score **50% Domestic Score**

Square Root to draw in outliers

Z-score for normalisation (0-100)

EMPLOYER REPUTATION SCORE

CALCULATIONS OF ACADEMIC REPUTATION SCORE

DATA SOURCES: SCOPUS DATABASE - ELSEVIER

Research indicator is a measure of research strength combining the quantity of academic papers published and the number of citations accrued.

Data used to inform these indicator is acquired from Elsevier's Scopus Database.

PAPERS PER FACULTY

CITATIONS PER PAPER

CITATIONS PER FACULTY

H-INDEX

INTERNATIONAL RESEARCH NETWORK

Counted

- Article
- Review
- Conference Paper
- Book
- Book Chapter
- Article in Press
- Business Article

Not Counted
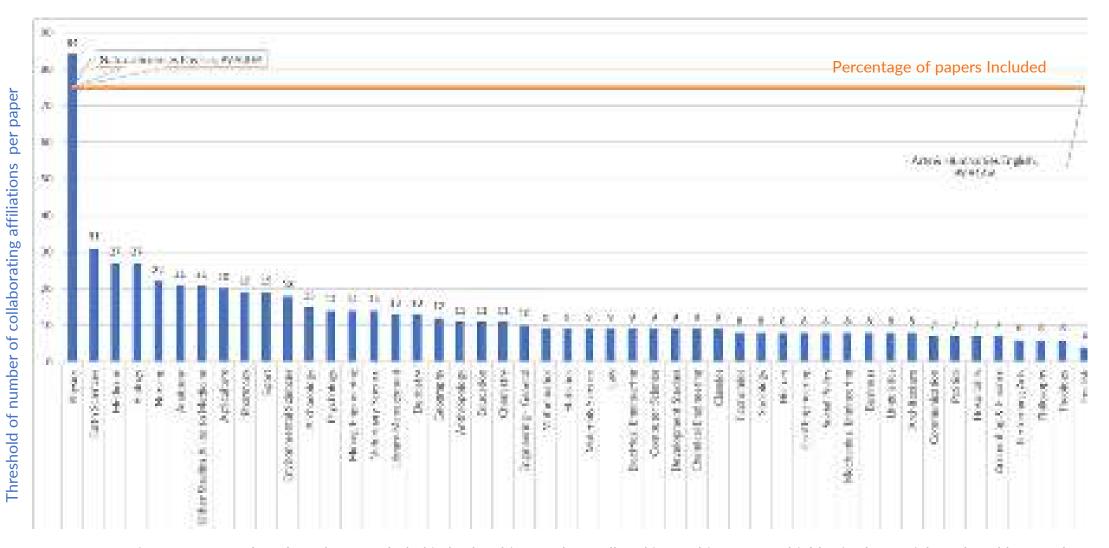
- Abstract Report
- Conference Review
- Editorial
- Erratum
- Letter
- Note
- Press Release
- Short Survey

Self-citations are excluded from these metric.

PAPER AFFILIATION CAP

Papers featuring many co-authors have been excluded in both subject and overall rankings. This prevents highly cited material produced by very large research groups conferring too much credit on institutions who have only contributed in very small part to the work. Whilst often high-profile and important research, these papers often cause a distortion for a university that may not be especially research active otherwise.
Affiliation cap screens out papers in a way sensitive to different subject contexts – ensures no more than 0.1% of research is excluded from any discipline.

FACULTY AREA NORMALIZATION
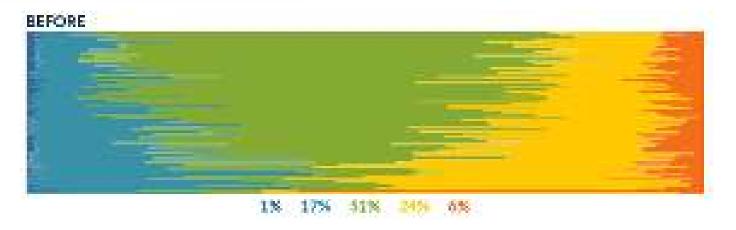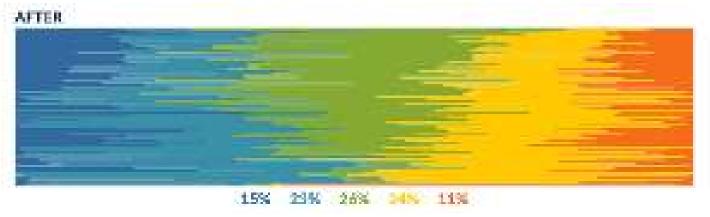
| ARTS & HUMANITIES | ENGINEERING & TECHNOLOGY | LIFE SCIENCES & MEDICINE | NATURAL SCIENCES | SOCIAL SCIENCES & MANAGEMENT |
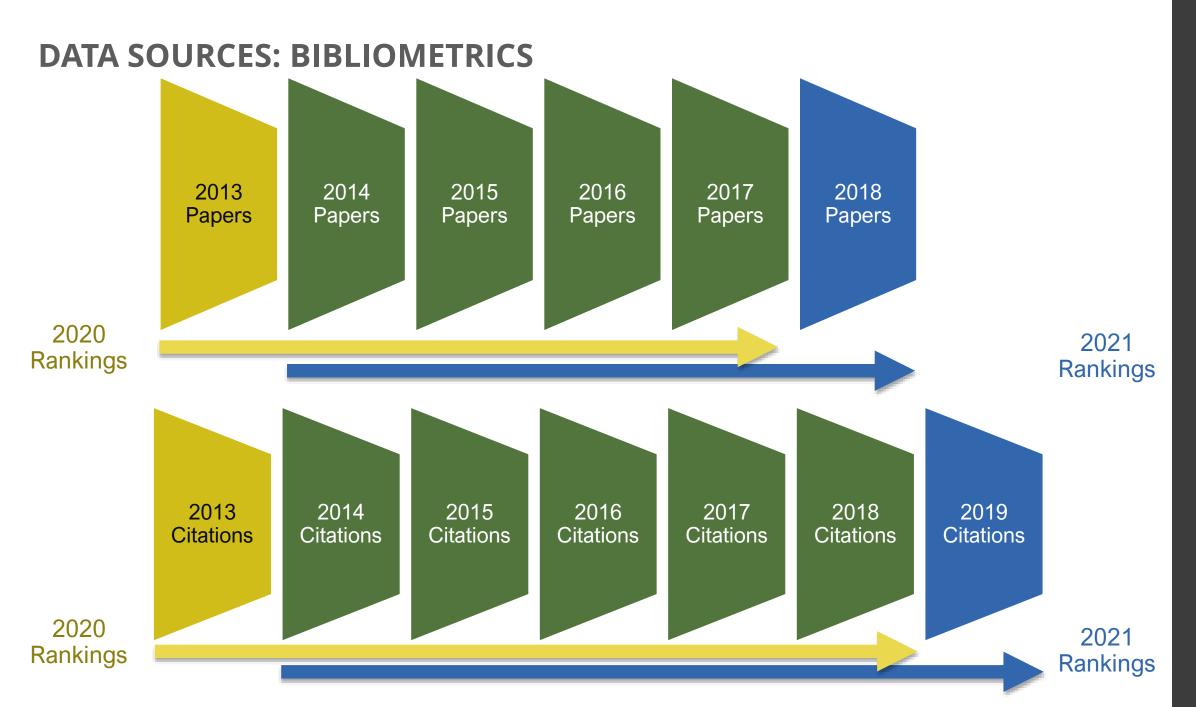
Current publishing patterns and practices dictate that a raw ratio of citations per faculty place a strong emphasis on the life sciences and medicine faculty area in overall research activity.

In consultation with advisors and participants, QS has opted to adopt a model which aims to equalize the influence of research in our five key faculty areas.

BEFORE

1%   17%   51%   24%   6%

AFTER

15%   23%   26%   24%   11%

DATA SOURCES: BIBLIOMETRICS

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DATA SOURCES: BIBLIOMETRICS

QS WORLD UNIVERSITY RANKINGS

CITATIONS PER FACULTY

Part of the intention behind the deeper regional exercises is to evaluate a larger number of institutions – not only those contributing globally, but those who are important regionally, nationally and within their local communities – where publishing in English is not necessarily a pre-requisite. These two indicators serve to be a little more rewarding to institutions that may publish a significant proportion of their research in other languages.

QS WORLD UNIVERSITY RANKINGS

PAPERS PER FACULTY

This research indicator measures research productivity. It considers publication volume within SciVerse Scopus regardless of language. Scopus accepts non-English content as long as the publication abstracts are written in the English language.

CITATIONS PER PAPER

This research indicator measures research impact and assesses the performance of papers an institution produces that are indexed in Scopus. Thresholds are applied to avoid anomalies stemming from a small number of highly cited papers.

INTERNATIONAL RESEARCH NETWORK

This research indicator measures research productivity and internationalization by assessing international diversity through research collaboration. Data is taken from Elsevier's Scopus database.

DATA SOURCES: BIBLIOMETRICS

CITATIONS PER PAPER

Using this research impact metric addresses the impracticality of reliably gathering faculty numbers broken down by discipline for each institution.

A minimum publication threshold for each subject is employed in order to avoid potential anomalies stemming from a small number of highly cited papers. These citations are aggregated over a five year period.

H-INDEX

H-Index (Hirsch Index or Hirsch Number)

This metric measures both the productivity and impact of published work. A typical h-index for an academic in Physics will be far higher than that of someone in Sociology, for example. When working within a single discipline where differing characteristics by discipline are eliminated, however, they are more effective and bias is broadly eliminated.

The h-index calculation is based on Scopus dataset which can only be classified by discipline at a journal, rather than article, level. In order to balance for the effects of this and focus on specialists, two h-indices are calculated:

- ($h1$) for all the papers that are attributable to the subject
- ($h2$) for the papers that are attributable only to that subject

These are aggregated, with double the weight given to h2. The results are then scaled and normalized using the same methods applied to the other indicators.

PAPER THRESHOLDS BY SUBJECT
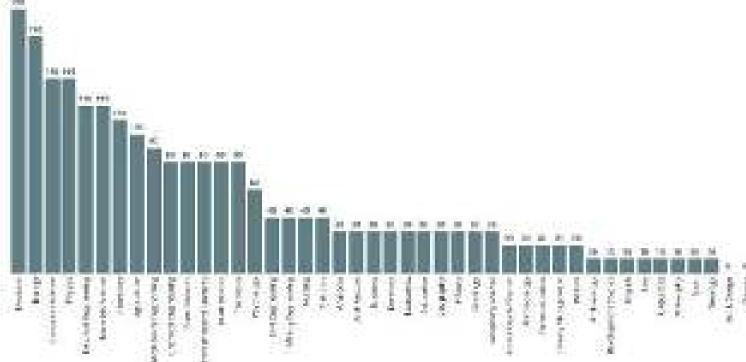
To be considered for any subject ranking, an institution must meet three requirements:

1) Offer undergraduate or taught postgraduate programs in the given discipline
2) Exceed the minimum required score for academic and/or employer reputation indicators
3) Exceed the five-year publication threshold

This graph presents the minimum number of publications required over a five-year period for consideration in the latest edition of the subject rankings. The publications must be indexed by Scopus in the given discipline.

ASJC CODES

Journals in Scopus are tagged with a ASJC (All Science Journal Classification) code, which identify the principal foci of the journal in which they were published. When aggregated, these totals and their associated citations provide an indicator of volume and quality of output within a given discipline enabling the calculation of the citations per paper ratio and h-index for each subject.
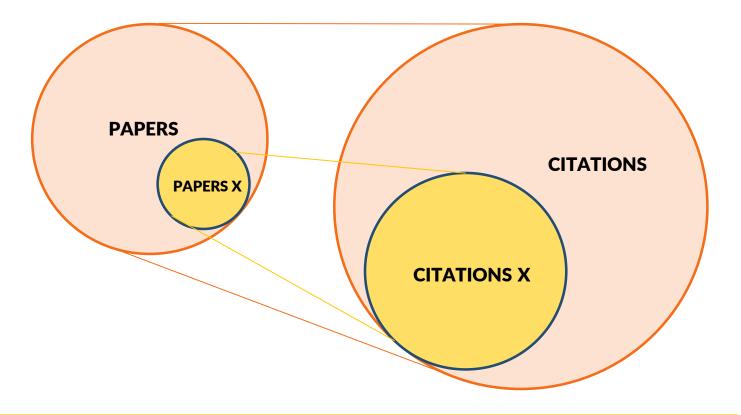
Please note that as of 2018, Scopus has extended the ASJC code assignation to paper level.

The research data for the QS World University Rankings: by Subject incorporates this refinement, allowing for an even greater degree of accuracy in identifying the papers and citations associated with each subject.

PAPER THRESHOLDS BY SUBJECT

RANKINGS	CITATIONS PER FACULTY	CITATIONS PER PAPER
WORLD UNIVERSITY RANKINGS	$\dfrac{CITATIONS}{ACADEMIC\ FACULTY}$	---
WORLD UNIVERSITY RANKINGS BY SUBJECT	---	$\dfrac{CITATIONS + (CITATIONS\ X * WEIGHT)}{PAPERS}$

Papers: All papers that are attributable to the given subject.

Papers X: Papers that are attributable only to that subject.

Citations: Citations for all papers that are attributable to the given subject.

Citations X: Citations for papers that are attributable only to that subject.

Academic Faculty (Full-Time Equivalent): Total number of academic faculty staff who are responsible for planning, directing and undertaking academic teaching only, research only or both academic teaching and research within Higher Education Institutions.

+ **Reputation and Brand**

Jacques de Champchesnel – Shadi Hijazi

Reputation of Uzbekistan Universities as compared to regional peers (overall)

Analysis of Academic reputation of Uzbekistan Universities (per Subject)
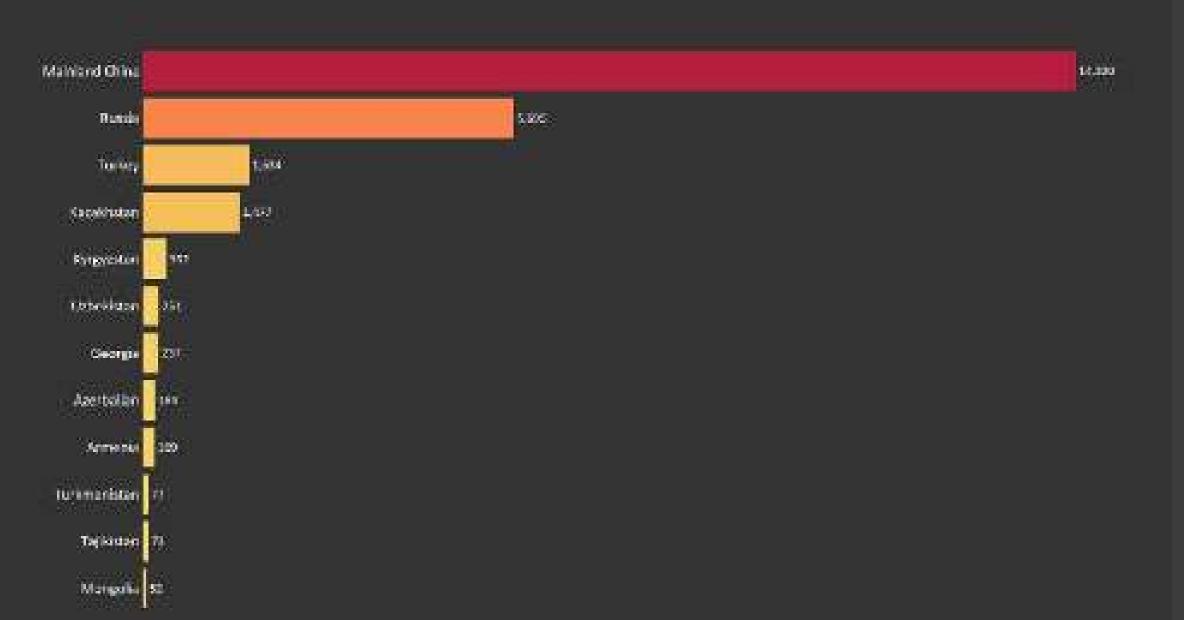
Building Brands in Academic Context

03

28 July 2020
15:30 – 16:50
11:30 – 12:50 (London)

Uzbekistan & the Region

QS – Uzbekistan Project
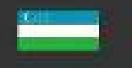
Uzbekistan

Uzbekistan Overall

Uzbekistan

Russia & Central Asia

Russian Federation Overall
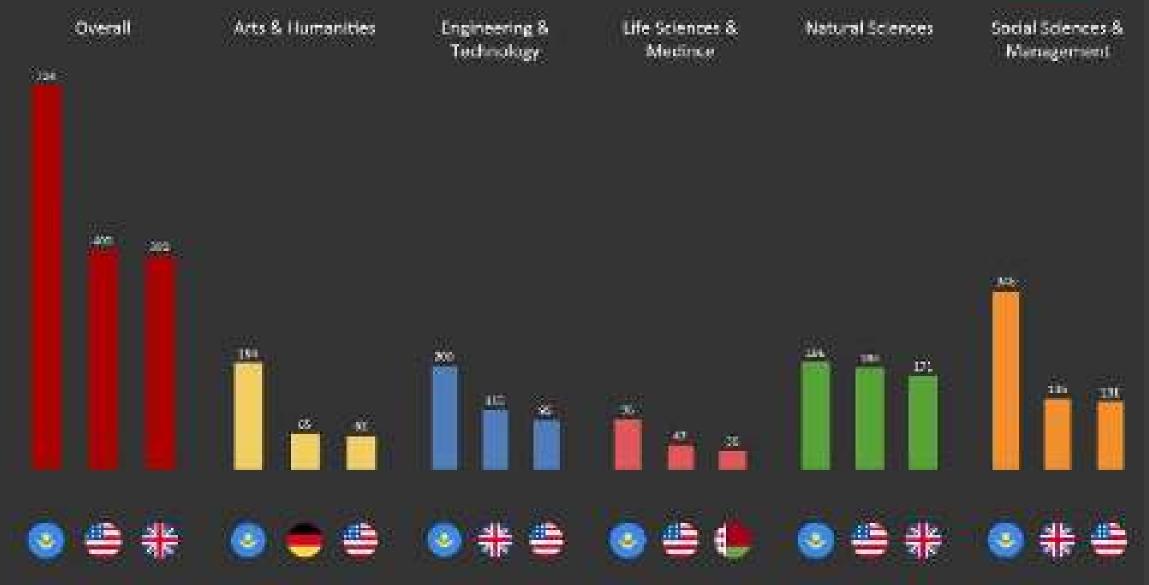
Russian Federation

Kazakhstan Overall

QS – Uzbekistan Project

Kazakhstan
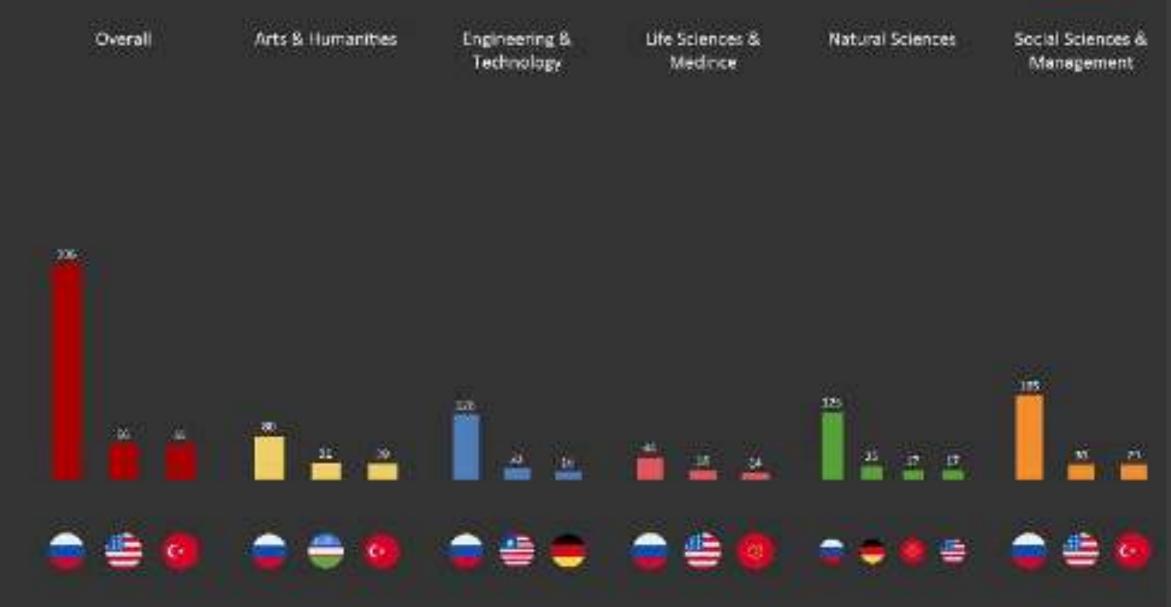
Kyrgyzstan Overall

INTERNATIONAL ACADEMIC NOMINATIONS | WUR 2021

Kyrgystan

Turkmenistan Overall

Turkmenistan

Overall	Arts & Humanities	Engineering & Technology	Life Sciences & Medicine	Natural Sciences	Social Sciences & Management

Tajikistan

Overall	Arts & Humanities	Engineering & Technology	Life Sciences & Medicine	Natural Sciences	Social Sciences & Management

Turkey & the Caucasus

Turkey Overall

INTERNATIONAL ACADEMIC NOMINATIONS | WUR 2021

Turkey

Overall | Arts & Humanities | Engineering & Technology | Life Sciences & Medince | Natural Sciences | Social Sciences & Management

Azerbaijan Overall

QS – Uzbekistan Project

Azerbaijan

Armenia Overall

Armenia

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Georgia Overall

Mainland China & Mongolia

Mainland China Overall

INTERNATIONAL ACADEMIC NOMINATIONS | WUR 2021

Mainland China
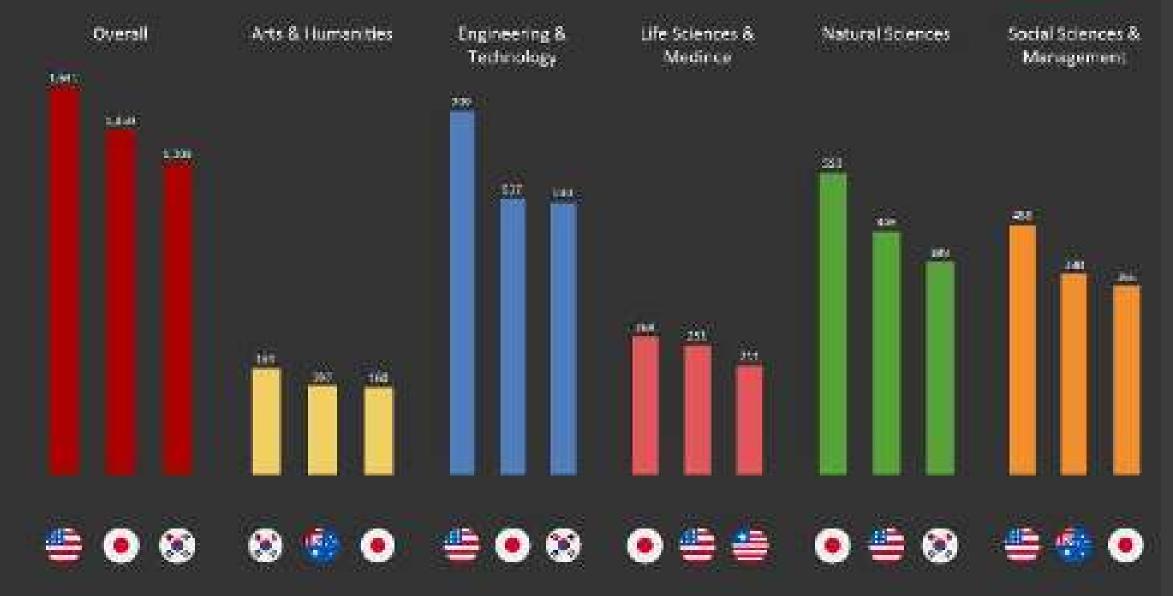
Mongolia Overall

QS – Uzbekistan Project

BRAND AND LOGO

Name	Design	Colors	Typography	Tagline/Motto
Name used to refer to the university require consistency:	Design is related to the choice of strategy and target audience. A design that is not consistent with the positioning strategy, or too focused, would hinder marketing.	Colors are important for evoking emotions and brand differentiation.	The fonts used can immedicably give an impression of the seriousness and modernity.	Taglines summarize the brand personality and its essence. They could be specific, descriptive or superlative.
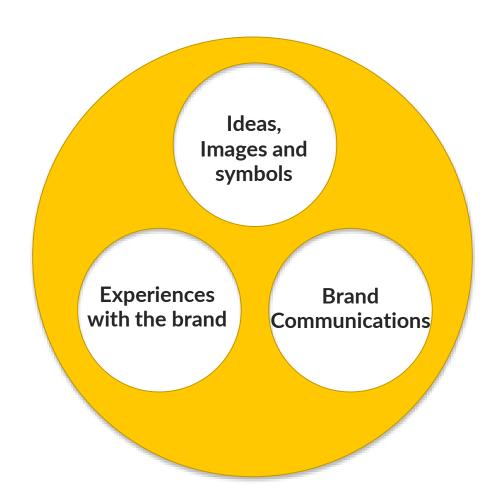
WHAT IS THE BRAND?

Ideas, Images and symbols

Experiences with the brand

Brand Communications

"A brand is a **customer experience** represented by a collection of **images and ideas**;

often, it refers to a **symbol** such as a name, logo, slogan, and design scheme.

Brand recognition and other reactions are created by **the accumulation of experiences with the specific product or service**, both directly relating to its use, and through the **influence of advertising, design, and media commentary**."

American Marketing Association

ACADEMIC BRAND IDENTITY

London Business School logo is made up of the school name, on a blue and red background. There is an emphasis on "**London**"

"Five reasons to choose London Business School

1. One of the world's top business schools.
2. Based in *the heart of the world's pre-eminent city for business*.
3. A truly global perspective with students from over 130 countries.
4. The finest teaching available from our world-class faculty.
5. Real career impact. "

www.london.edu

ACADEMIC BRAND IDENTITY

The university of Manchester logo is made up of the city/university name, and the year of establishment 1824. This year is the year where one of its two parts (UMIST) was founded, as UoM was created only in 2004

• After 100 years of working together, The **Victoria University of Manchester** and **UMIST** merged to create The University of Manchester.

•Manchester has a long tradition of excellence in Higher Education. UMIST can trace its roots back to 1824 and the formation of the Manchester Mechanics' Institute, whilst The Victoria University of Manchester was founded as Owens College in 1851 .

BRAND REVITALISATION

Levels of rebranding and revitalizing the brand

Rebranding is
"the practice of building anew a name representative of
a differentiated position in the mind frame of
stakeholders and a distinctive identity from
competitors."

Muzellec et. Al. (2003)

Increasing Reluctance to Change →

Redesign

Giving the brand a facelift, usually focuses on upgrading the performance and/or design of the brand to keep up with the competition.

It would be necessary to rejuvenate a brand that is perceived as outdated or not keeping up with the competition:
Consistency
Modernity
Outward-looking
Cutting through Market Noise.

Reposition

"A fundamental shift in the underlying value proposition of the enterprise as it seeks to change its targeted market segment(s) and/or its basis of differential advantage."

This might involve organizational resistance due to the strength of previous brand.

Unlearning is needed

Rename

Most profound level of brand revitalization, needed in radical misalignment between the brand and the strategy. Renaming however sends a signal to the organization's stakeholders that the institution has changed direction and no longer pursues its historical mission. As such, handling such cases, if needed, require careful examination, and possibly gradual rolling of the comprehensive and consistent brand with its new name.

Turner (2003)

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ORGANISATIONAL REQUIREMENTS

Refreshing the Brand: Prerequisites

Unique value proposition

There is a unique value proposition with organisational agreement

Value proposition and top strategic level manages are stakeholders-focused

Stakeholder focus

Blue Ocean Strategy
Finding uncontested market space to make competition irrelevant.

(Kim & Mauborgne, 2005)

Red Oceans
Boundaries are defined and accepted, and the competitive rules are known

Blue Oceans
No head-to-head competition by navigating into unexploited territories

Strategically coordinated communications across the university managed or coordinated centrally by the **Marketing Office**

BRANDING AND VALUE PROPOSITION

All benefits offered to stakeholders	• Why study or work here? • Need to understand own strengths • *Danger of benefit assertion*
All favorable points of difference	• Why study or work here, not somewhere else? • Need to understand own and close competitors' strengths • *Danger of value presumption*
Resonating focus	• What are the most worthwhile few points that *could* deliver greatest value to stakeholders • Explain *how* the superior value is delivered • *Needs Customer Values Research*

Based on Anderson et. al. (2006)
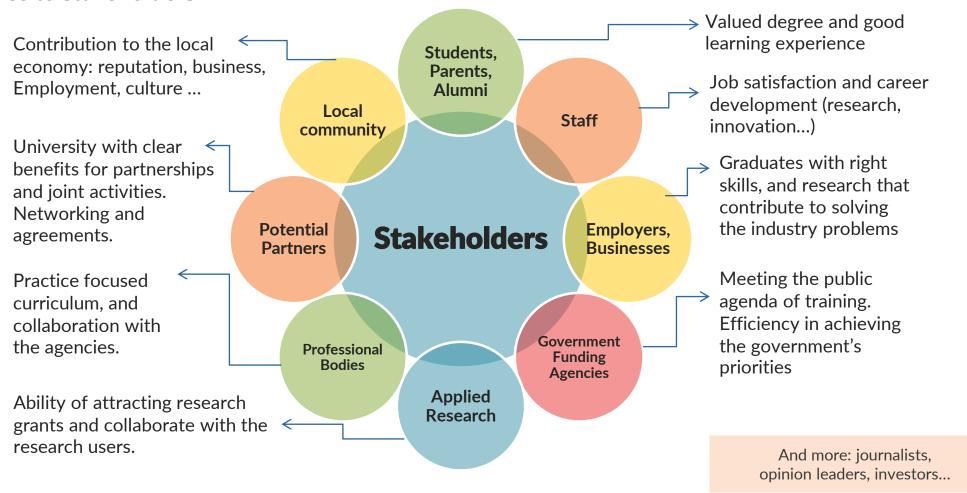
A value proposition statement is the **articulation of the measurable value** of the experience that an organisation or individual will get from an offering…

Barnes (2009)

THE BRAND STAKEHOLDERS
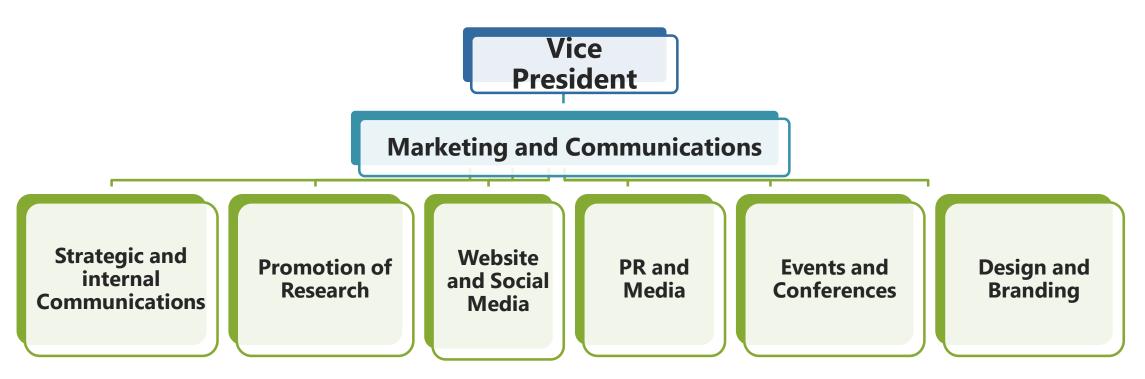
Relevance to stakeholders

Contribution to the local economy: reputation, business, Employment, culture …

University with clear benefits for partnerships and joint activities. Networking and agreements.

Practice focused curriculum, and collaboration with the agencies.

Ability of attracting research grants and collaborate with the research users.

Valued degree and good learning experience

Job satisfaction and career development (research, innovation…)

Graduates with right skills, and research that contribute to solving the industry problems

Meeting the public agenda of training. Efficiency in achieving the government's priorities

Stakeholders

- Students, Parents, Alumni
- Local community
- Staff
- Potential Partners
- Employers, Businesses
- Professional Bodies
- Applied Research
- Government Funding Agencies

And more: journalists, opinion leaders, investors…

CENTRAL MARKETING OFFICE

- Creating clear roles and responsibilities are of high importance during the implementation, and in the daily life of the university.
- The parties responsible for creating the key value proposition, designs, key messages for every audience need to be clearly defined.
- Disagreement and arbitration mechanisms need to be created.
- Accountability and measurement of branding success.

Vice President

Marketing and Communications

| Strategic and internal Communications | Promotion of Research | Website and Social Media | PR and Media | Events and Conferences | Design and Branding |

Example of a central marketing unit – based on Macquarie University's

IMPLEMENTATION PROCESS: CO-CREATION

Creation of vision	Commitment from management	Concurrence through consultations	Clear roles and responsibilities	Cooperation and change management

+ Research & Collaboration

Shadi Hijazi

Analysis of research output of Uzbekistan Universities as compared to regional peers (overall)
Analysis of research output of Uzbekistan Universities as compared to regional peers (per Subject)
Analysis of collaboration patterns in research (Uzbekistan and Regional Peers)
Prerequisites of Building Research in Academic Institutions
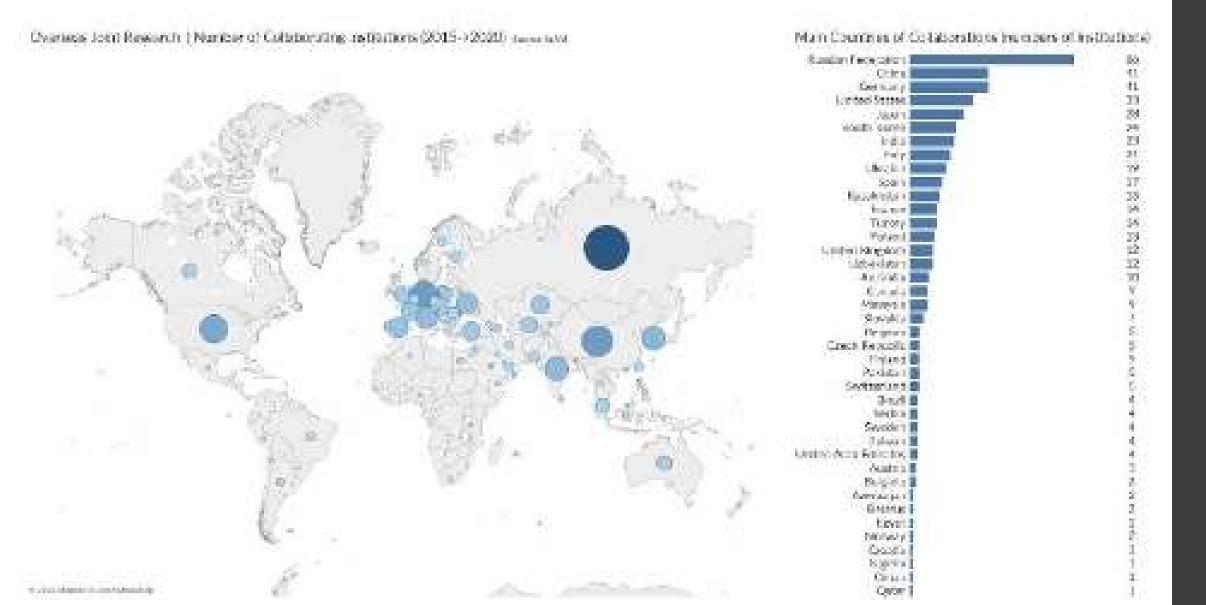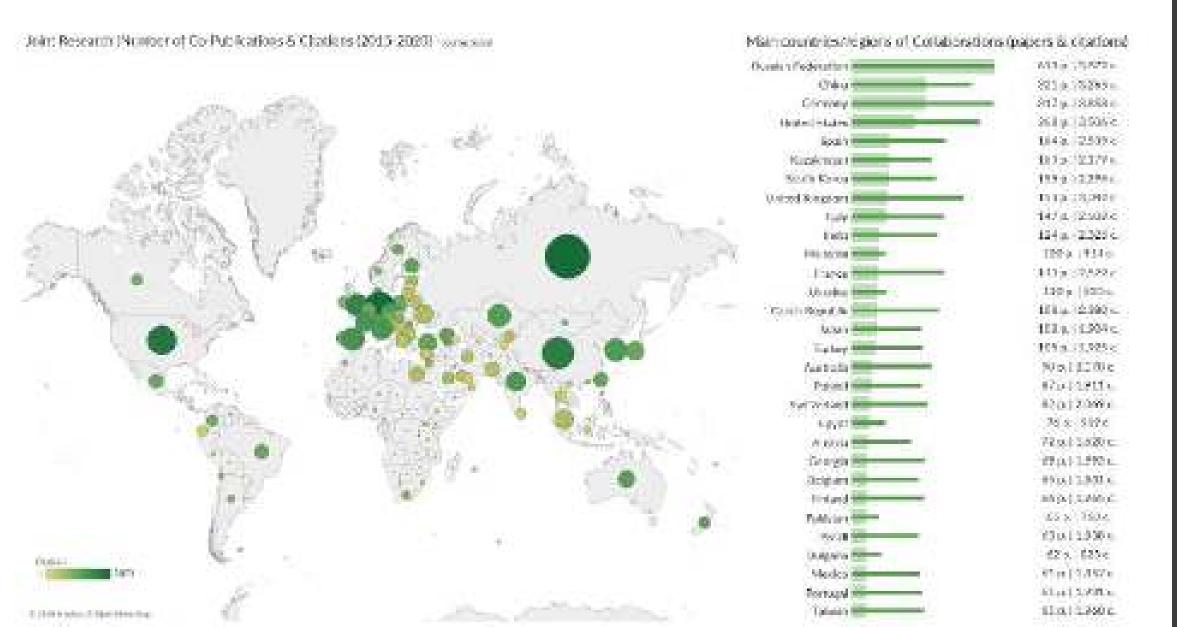
04

29 July 2020
15:00 – 18:30
11:00 – 12:30 (London)

RESEARCH AND COLLABORATION

RESEARCH AND COLLABORATION
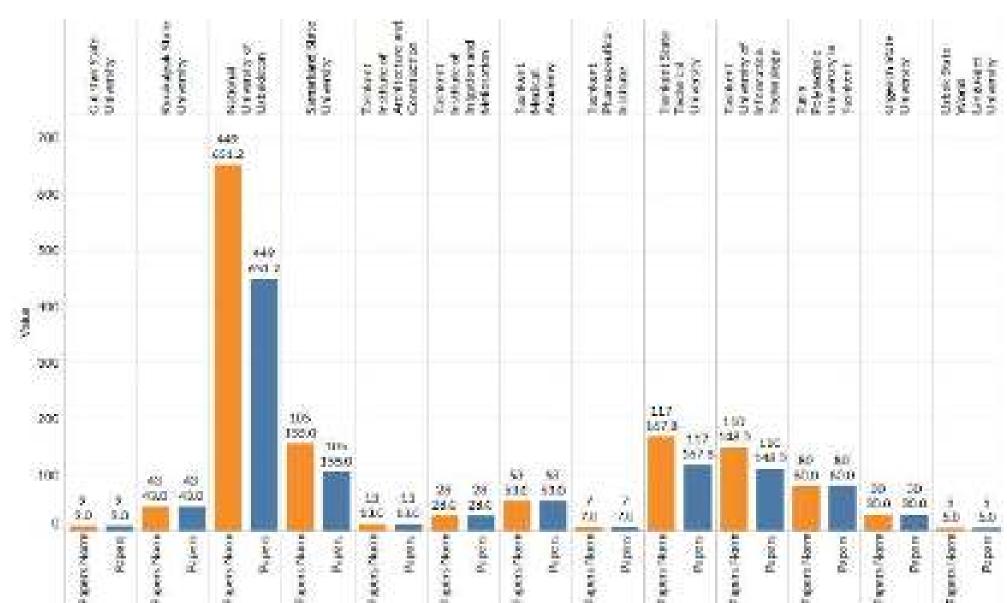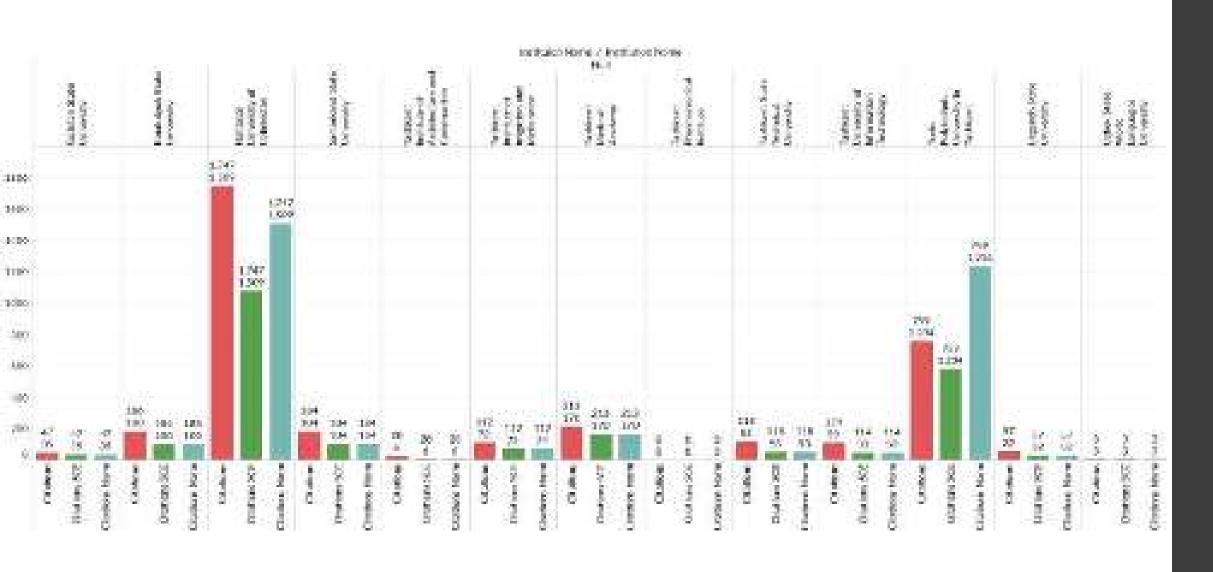
Tableau
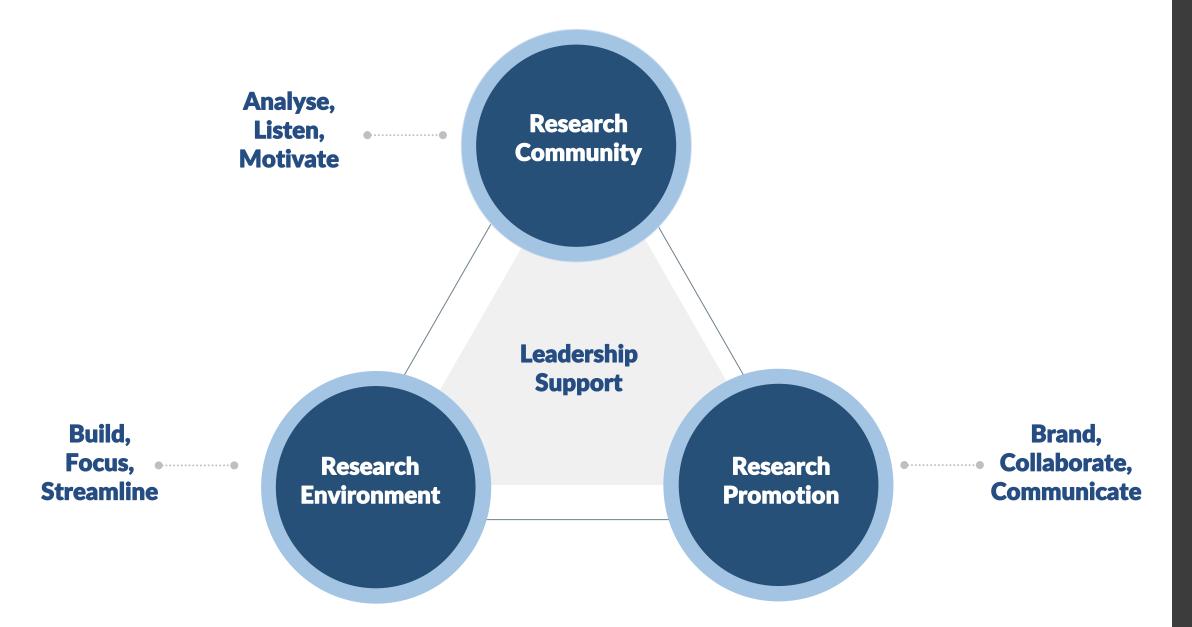
By University	Faculty Level	By University	Subject Level

Collaborating Institutions – Papers, citations, and sector

BUILDING RESEARCH CAPACITY?

Analyse, Listen, Motivate

Research Community

Leadership Support

Build, Focus, Streamline

Research Environment

Research Promotion

Brand, Collaborate, Communicate
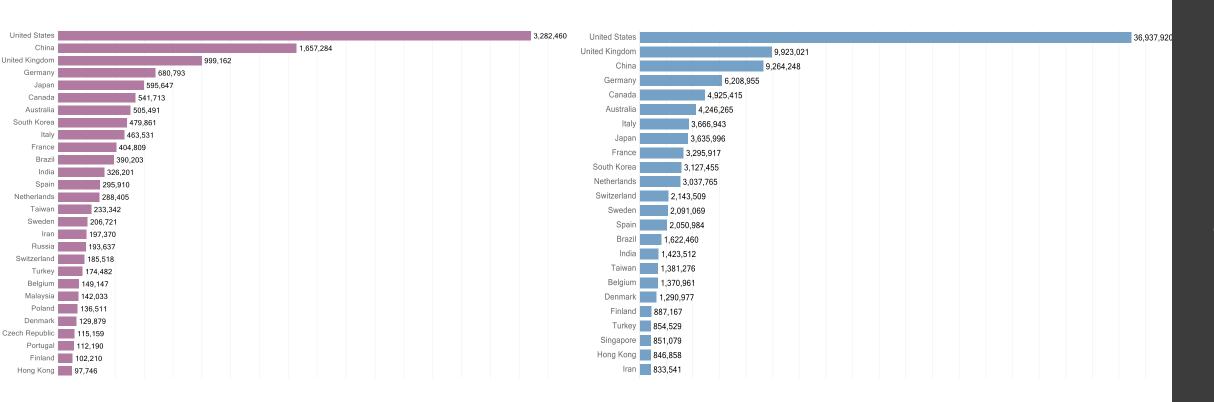
1.1 RESEARCH COMMUNITY: ANALYSE & BENCHMARK

Benchmarking and analysis need to work on three levels:

- International: with aspirational institutions
- Domestic: with peers with similar conditions who overcame the local difficulties
- Internally: productive departments and institutions would benefit from seeing the differences with other *similar* departments

Pie chart categories:
- Social Sciences
- Engineering
- Materials Science
- Chemistry
- Physics and Astronomy
- Arts and Humanities
- Economics, Econometrics and Finance
- Biochemistry, Genetics and Molecular Biology
- Environmental Science
- Earth and Planetary Sciences
- Mathematics
- Multidisciplinary
- Pharmacology, Toxicology and Pharmaceutics
- Agricultural and Biological Sciences

"Other" breakdown:
- Agricultural and Biological Sciences
- Business, Management and Accounting
- Chemical Engineering
- Computer Science
- Energy
- Medicine
- Decision Sciences

Top Countries: Number of research papers indexed by Scopus® used in QS World University Rankings® 2019

Top Countries: Number of citations research papers indexed by Scopus® used in QS World University Rankings® 2019

QS – Uzbekistan Project

1.2. RESEARCH COMMUNITY: LISTEN

Historically, teaching might be main focus on the majority of institutions in the region. Changing this is a long process that starts by *real and deep* understanding of:

1- Why current researchers are active?
2- Why capable researchers are not active?
3- Are there latent research opportunities?
4- What needs to be changed from the researcher's point of view?

1.3. RESEARCH COMMUNITY: MOTIVATE

Development and Education

Research Achievements

Motivation

FACULTY

Resources and Processes

- **The start is with the plan** which defines the fundamental role of faculty members in generating knowledge in the university.

- **Create quantifiable KPIs** that enable faculty to develop professionally and build a results-oriented approach in managing research in the university. **EVERYONE's contribution need to be acknowledged,** taken into consideration particularities of disciplines and schools.

- Ensure that **constant training and development** actively contributes to creating output which is both relevant to national and international priorities and builds an institutional identity

- Reward faculty based on **research output and scientific achievements** and establish premises of a dynamic and attractive environment.

1.3. RESEARCH COMMUNITY: MOTIVATE DYNAMICALLY
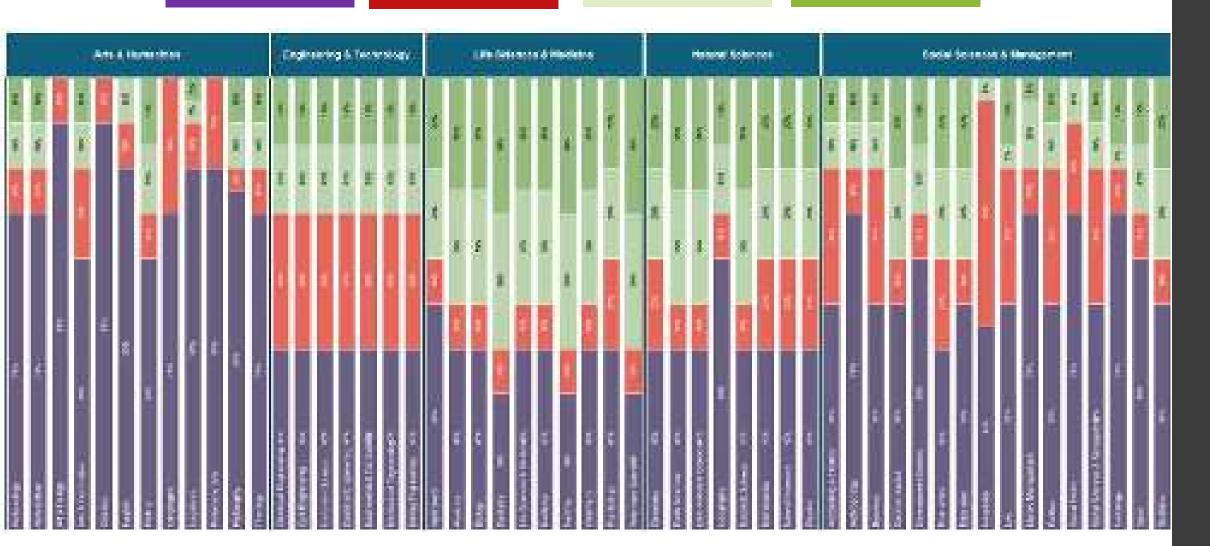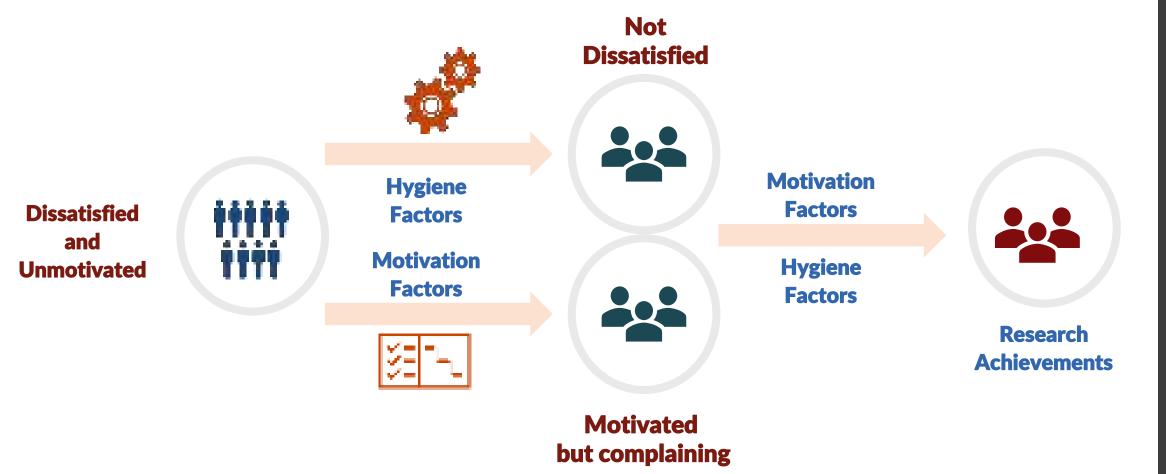
Dissatisfied and Unmotivated

Hygiene Factors

Motivation Factors

Not Dissatisfied

Motivated but complaining

Motivation Factors

Hygiene Factors

Research Achievements

Based on Herzberg's dual-factor theory

QS – Uzbekistan Project
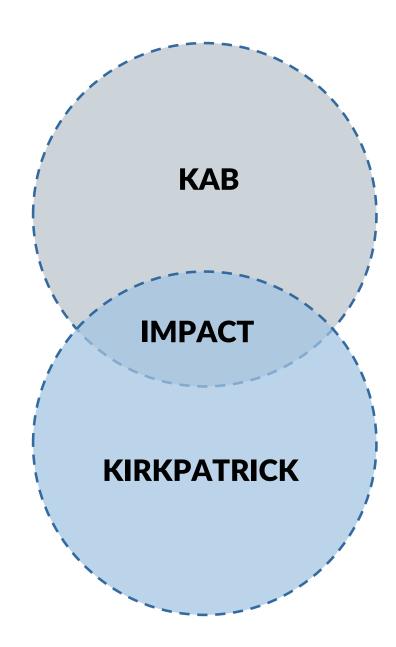
1.3. RESEARCH COMMUNITY: MOTIVATION IMPACT

KAB Model

- Impact is measured on Knowledge, Attitude and/or Behaviour.

- Achieving change in knowledge is easier than achieving a change in attitude. Likewise achieving a change in behaviour is most difficult of all.

Kirkpatrick's evaluation model:

- Impact is considered in terms of Reaction, Learning, Behaviour, Results.

- Evaluation might focus on the initial 'reaction' of the audience, participants' 'learning', changes in 'behaviour' or 'results' which is a longer term measure, such as improvements in results.

Economic and Social Research Council (ESRC)

KAB

IMPACT

KIRKPATRICK

2.1. RESEARCH ENVIRONMENT: BUILD APPROPRIATE INFRASTRUCTURE AND SYSTEMS

It is not always the 'hard' infrastructure

- Issues in laboratory management and procurement procedures of experiments requirements and kits:

   - There is no inventory of equipment available in the university labs, and most of these obtained through grants are locked away by their "owner".
   - Use of labs is very much determined by personal factors and by the relationships among the faculty members. There is no formal way for "passing the keys" between the researchers for responsibility matters.
   - Maintenance is difficult and there are no qualified technicians, so the researcher-in-charge would not allow others to use the equipment."

Researcher awareness of available research support and funding

Researchers lack of awareness and confusion regarding what support and funds are available to them and through what channels their needs can be addressed. This can be done:

- By the creation of a focal webpage suggested, "The Researcher's Page"

- Through a more comprehensive restructuring. That creates a single contact point in the university that guide the researchers to the best channel.

Eliminating time-consuming procedures for researchers

- Professors and faculty members are overwhelmed with work, both teaching and administrative, and don't have time for research in some faculties.

- Whilst recruiting new professors and growing the university with the growth in the student number is important, all other time-consuming issues have to be resolved. Hiring **research assistants**, **department secretaries**, and **competent laboratory technicians** are good and important starting points.

Examples of issues in infrastructure and systems

2.1. RESEARCH ENVIRONMENT: BUILD INTEGRATION OF COMPLEMENTARY SERVICES

The University Library is the gateway to high quality research information and its effective use directly contributes to a successful research output. It offers access to a wide range of specialist information resources of printed and electronic books and journals, help in finding and using information (online, face-to –face and by telephone) and includes individual and group work spaces, PCs, netbooks and wireless networking, as well as services for distance learning research students. It also offers dedicated services for researchers to support their specialist information needs (e.g. document supply service, citation management support, rare books and archives collections, advice on copyright)

UNIVERSITY LIBRARY AND DATABASES

1

IT FACILITIES AND SERVICES

2

SCHOOL/ DEPARTMENT FACILITIES

3

STUDENT RESEARCH SUPPORT AND SERVICES

4

IT Facilities include Specialist Services and Support for researchers: research computing, high performance computing, secure file storage, IT training sessions, as well as university IT accounts and email address. Apart from offering easy-to-access student email, printing, scanning, wifi and PCs for student use on campus, it is a common practice to provide access to the university digital library (journals, databases, electronic books)

The Schools/ Departments of universities have facilities and support structures for postgraduates, researchers and academic staff which include: laboratory and office space, dedicated computing facilities, as well as study spaces for postdoctoral study
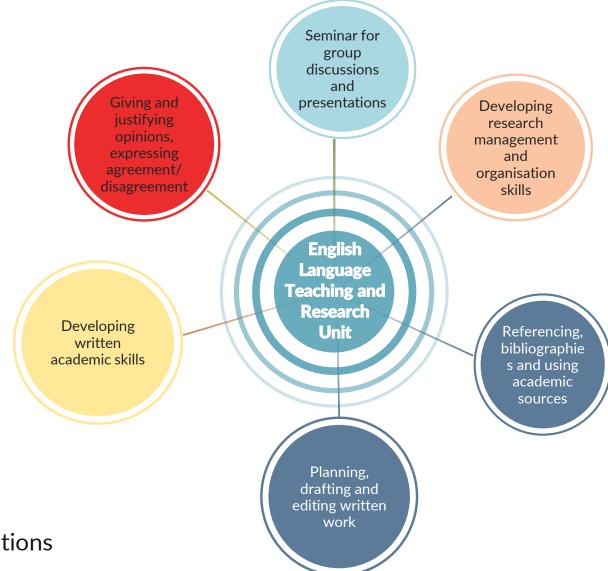
Many universities include a wide range of student support and services in the activities of Students' Unions and Associations. Therefore, it is very often that many universities have Research and Education Units, as well as Activities Resource Centres that offer a diverse range of advice and training on involvement in applied projects, participating in extracurricular activities and developing soft skills that are to be used in research contexts.

- There are multiple universities that have **English Language Teaching and Research Units** that are accredited by the British Council and offer courses and seminars to help students, postgraduates and academic staff to improve their academic English language skills.

- In most cases, the English Language Teaching and Research Units offer differentiated modules for non-native speakers of English which comprise two-four hour lessons each week for a number of weeks, depending on organisational needs.

- The modules are presented each term and are free to registered research students.

Examples of integrated environment solutions

Seminar for group discussions and presentations

Giving and justifying opinions, expressing agreement/ disagreement

Developing research management and organisation skills

Developing written academic skills

English Language Teaching and Research Unit

Referencing, bibliographies and using academic sources

Planning, drafting and editing written work

BEST PRACTICE

City University of Hong Kong:
a competent combination of dedicated excellence centres in several areas and close integration with industry and the international academic community achieved through the high quality of intellectual and education products powerful KPI system to support and motivate

- **Focus** should be put on areas that the university need to be specifically targeted—administratively and financially—in order to establish clear international visibility.
  - Determine small number of **key research areas**; fund and develop using any available funds beyond direct grants.
  - Maintain the momentum in the university in **interdisciplinary research,** and encourage it further.
  - Continue to promote **cross-functional/specialty collaboration**

- Supporting **basic mechanics** of research operations (training, editing, journal impact awareness, … etc.) could always yield important results.

- Increase events that involve various research groups, to keep research **collaborative and avoid silos**.

2.2. RESEARCH ENVIRONMENT: FOCUS
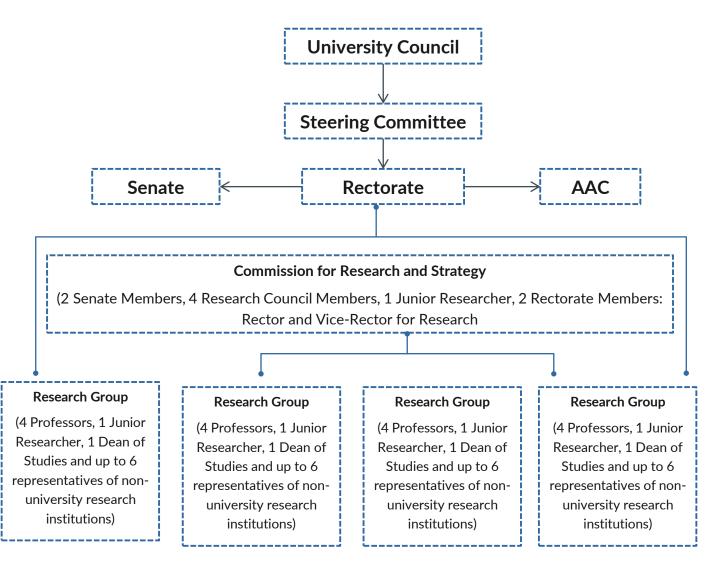
- Bath's Aerospace Engineering Research Centre provides detailed information of the focus, actions and contacts.

- Likewise, yet to a greater extent, the University of Nottingham presents priority areas addressed by the institution, each with a separate webpage

2.3. RESEARCH ENVIRONMENT: STREAMLINE

- The Research Groups associated with fields of focus coordinate the developments in their respective area of research

- The Commission for Research and Strategy ensures communication between the Research Groups and the Rectorate and coordinated the activities between the fields of research

- The Steering Committee established jointly by the Rectorate and the University Council and acts as an instrument to guide the implementation of the research strategy

- The Academic Advisory Council (AAC) with an independent and international perspective in advising the Rectorate (comprised of eminent scholars from universities and research institutions across the world and senior academics from the host institution)

- There are leading universities that promote representation of Young Researchers in the Governance process

University Council → Steering Committee → Rectorate → Senate / AAC

Commission for Research and Strategy
(2 Senate Members, 4 Research Council Members, 1 Junior Researcher, 2 Rectorate Members: Rector and Vice-Rector for Research)

Research Group
(4 Professors, 1 Junior Researcher, 1 Dean of Studies and up to 6 representatives of non-university research institutions)

Research Group
(4 Professors, 1 Junior Researcher, 1 Dean of Studies and up to 6 representatives of non-university research institutions)

Research Group
(4 Professors, 1 Junior Researcher, 1 Dean of Studies and up to 6 representatives of non-university research institutions)

Research Group
(4 Professors, 1 Junior Researcher, 1 Dean of Studies and up to 6 representatives of non-university research institutions)

3.1. RESEARCH PROMOTION: BUILD A RESEARCH BRAND

Credible for the University's history and Strategic Plans

Fulfilling national priorities yet **different** from other universities

Resonating with External Stakeholders, International Interests, and Commercial and Market Demands

The research component needs to be part of the Brand and the university's communication with various stakeholders.

It should be expressed in concrete dimensions relevant to the research priorities and national and international audiences targeted.

MARKET DEMANDED RESEARCH PRIORITIES

3.1. BUILD A RESEARCH BRAND: INVESTIGATION, APPLICATION, ADVANCEMENT

SOCIAL IMPACT

The advancement of civil society through Knowledge Creation

INVESTIGATION

Engagement with the government and public sector organisations
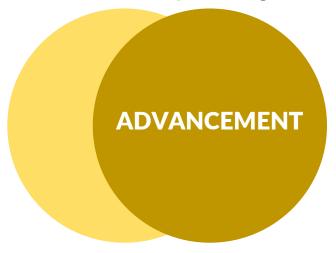
INNOVATION

Medical, Scientific & Technological Knowledge Transfer

APPLICATION

Engagement with industrial partners and the private sector

RESEARCH

Creating globally-relevant research communities enabling Knowledge Sharing

ADVANCEMENT

Engagement with national and global academic community

3.2. RESEARCH PROMOTION: COLLABORATE: INTERNATIONAL PARTNERSHIPS

Developing International Partnerships is a fundamental mission for a university which aspires to achieve a superior level of research and an improved level of promotion in the contemporary world

Developing physical and intellectual infrastructure

The continued development of a physical and intellectual infrastructure with potential international appeal and a 'gravitational pull' for overseas experts

Sustainable International Partnerships

Developing the internationalisation through research

To internationalise through research and contribute to both industrial, urban, health and policy development and go beyond author and researcher isolation

Leveraging talent into the international scene

Talent needs to be leveraged into the international arena, and grant-capture needs to go beyond established practices. This can only be done through Research Centres, Groups and global Partners

Promoting the research at the international level

To overcome the challenges of geography, research and facilities will need to be promoted as part of the institution's identity

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3.2. RESEARCH PROMOTION: COLLABORATE: INTERNATIONAL PARTNERSHIPS

2030 Uzbekistan Research Online brings together all of Uzbekistan's peer-reviewed journals under one umbrella, raising the visibility of prominent scholars and providing worldwide access to national research.

https://uzjournals.edu.uz/

Gradual Development

As the international objectives of the university are ambitious, getting there would benefit from 'leaps and sprints':

1- The university as a whole could prioritise elements that have more controllable elements and yield high impact and recognition.

2- Use the results of the first leap to attract resources internally and externally to help achieving the second leap. ... and so on.

Examples of such leaps:

1- Celebrate high impact partnerships more actively

2- Extra resources for subjects and areas where the global impact is higher, and use that to leverage other subjects and areas.

3- More focused communication strategy in specific areas.

3.3 RESEARCH PROMOTION: COMMUNICATE

- Build awareness of the project amongst a target audience
- Secure the commitment of a target group of stakeholders to the project aims
- Influence specific policies or policymakers on key aspects
- Encourage participation among researchers or partner bodies
- Begin your plan with a set of objectives that are S.M.A.R.T.
- Ensure that the objectives of your impact strategy don't simply restate the objectives of the project itself.
- Set out your key messages in clear, accessible language – audiences such as journalists and policymakers are overloaded with information.
- Try out your messages in different media.
- Prioritise your target audiences and user groups according to their importance and influence relative to your objectives.
- Make sure you are using the most effective channels to communicate with your audience – think about the channels that your audience will prefer.

Economic and Social Research Council (ESRC)

+ **Online Presence**

Kesh Patel

Analysis of online presence of universities in Uzbekistan

05

29 July 2020
16:40 – 17:40
12:40 – 13:40 (London)

Best Practice: MIT

Best Practice: Bristol

https://research.curtin.edu.au/news-events/

VISIBILITY: TELLING THE STORY

VISIBILITY: WEB PRESENCE IN WEBOMETRICS

INDICATORS	DESCRIPTION	SOURCE	WEIGHT
PRESENCE	Size (number of **pages**) of the main webdomain of the institution. It includes **all the subdomains** that share the same (central/main) webdomain	*Google*	**5%**
VISIBILITY	Number of **external networks** (subnets) linking to the institution's webpages After normalization, the average value between the two sources is selected	*Ahrefs* *Majestic*	**50%**
TRANSPARENCY (or OPENNESS)	Number of **citations** from Top 100 authors (excl. 5 outliers) according to the source	*Google Scholar Citations*	**10 %**
EXCELLENCE (or SCHOLAR)	Number of **papers** amongst the top 10% most cited in 26 disciplines Data for the five year period (2013-2017)	*Scimago*	**35 %**

VISIBILITY: WEB PRESENCE IN WEBOMETRICS

TRANSPARENCY (or OPENNESS)	Number of **citations** from Top 100 authors (excl. 5 outliers) according to the source	*Google Scholar Citations*	**10 %**

Eighth Edition (July 2019 version 8.1.1 BETA)

1- Webometrics temporarily stopped using **Google Scholar Citations (GSC) institutional profiles** in this edition. Currently collecting citations for the lists obtained from filtering GSC profiles by the (main and only the main) institutional web domains used in the Ranking Web (email domains in GSC).

- Use **normalized (official) name** of the university in the affiliation and the **INSTITUTIONAL email address**.
- Citations from the **top 100 public profiles** of each university are collected. This number of profiles is for allowing **size independent** comparisons. The top five (5) profiles of the list is EXCLUDED for improving representativeness. For the rest of the top profiles, the number of citations are added and the institutions are ranked in descending order of this indicator.
- IMPORTANT: **Non individual profiles** (journals, departments, groups) included in the top 100 results are penalized with the EXCLUSION of the whole institution (citation count equals to zero).
- If there are several entries (duplicates) for the same author, only the best profile is used.
- NOT ENFORCED YET. Entries without author names in roman characters can be excluded.
- To set up an personal profile in Google Scholar Citations database is voluntary, but once it is made public the responsibility for info correctness belongs to the author.

KARAKALPAK STATE UNIVERSITY

Remarks	Items	Information
✖	Homepage	There is no proper homepage (the page is blank) for the "Scientific Activity" section. Visitors have to click on the individual item in the dropdown menu from the top navigation pane.
✖	Quick links	Links to research activities, councils and research papers are not available on the homepage.
✖	Enquire call-to-action	No text link or button to encourage visitors to enquire further.
✖	Contact information	No specific contact information: email address nor phone numbers.

KARAKALPAK STATE UNIVERSITY

Karakalpak State University	Ural Federal University	Al-Farabi Kazakh National University
URL: http://karsu.uz/en/scientific-research-activity/	URL: urfu.ru/en/httpsurfuruptpesquisa	URL: https://www.kaznu.kz/en/166/page/
✖ A proportional amount of text on the page although it could benefit from the display of icons or figures to improve legibility.	✔ A list of URFU Research's unique selling propositions which makes a great impression on visitors upon arrival on the page.	✔ The page features research news, reporting on KAZNU's achievements in various research fields.
✖ There is no information about collaboration opportunities.	✔ Information is presented in lists, so the content is slightly more digestible.	✔ Information on the research team as well as their contacts are displayed.
✖ No link to an enquiry form.	✖ There's no available information about research pathways, contact details and opportunities of future research collaborations.	✖ A proportional introduction copy although the rest of the section is still text heavy.
✔ Information about researchers and research activities although the text could benefit from links that redirect to specific pages for visitors to obtain more information.	✖ Several text links to intended news page, albeit no redirects to information about research departments or teams.	✖ There's no available information about research pathways and opportunities of future research collaborations.
		✖ Some of the English pages were still in Russian language.

KARAKALPAK STATE UNIVERSITY

In today's digital age, it has never been more important for universities to have an online presence, especially on social media where so many prospective students, researchers and collaborators are present and actively looking for information on their potential options.

	KARSU	URFU	KAZNU
Facebook	Y	Y	Y
Twitter	Y	Y	N
YouTube	Y	Y	Y
Instagram	Y	Y	Y
LinkedIn	N	N	N

KARAKALPAK STATE UNIVERSITY

Karakalpak State University	Ural Federal University	Al Farabi Kazakh National University
✖ Some posts are written in English. ✔ A good variety of contents from updates online conferences, corporate social responsibilities, etc.	✔ Post descriptions are written in English. ✔ Contents highlighting research success stories and research in progress, as well as faculty updates. ✖ The description of this post is too long – user might not read all or miss out important information.	✔ Post descriptions are in English. ✔ Contents promoting online conferences with researchers and experts, especially these past few months. ✖ No variety in media – there are mostly images and shared links.

KARAKALPAK STATE UNIVERSITY

Optimising your website to be highly ranked in search results

Keyword Search

Website Optimisation

Backlinking

Content Generation

KARAKALPAK STATE UNIVERSITY

The website could benefit from effective keyword implementation.

Some outstanding issues:
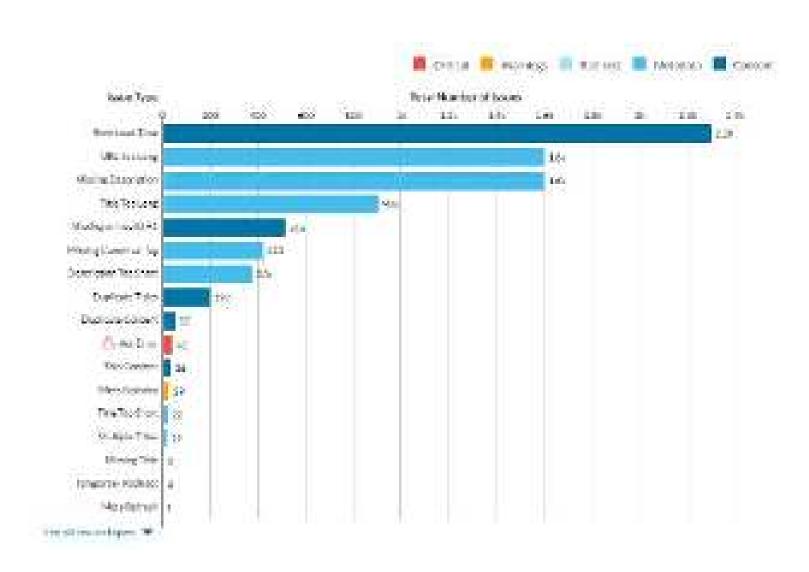
• Slow Load Time

• URL Too Long

• Missing Description

• Title Too Long

• Missing or Invalid H1 (Headers)
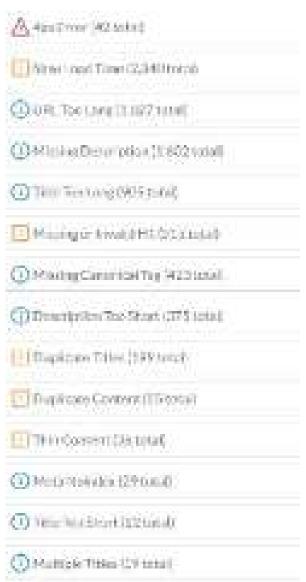
International optimisation

It is vital to carry out keyword research in each of the languages your site is built in. The way different languages are written, and the terms people are likely to use in different languages, means that it won't work to just carry out the research in one language and then translate to another.

Each language version of your site should then be optimised accordingly, and tie in to your backlink strategy.

QS – Uzbekistan Project

KARAKALPAK STATE UNIVERSITY

Backlinks are external links to your website. They show the transition from one site to another or from one page to another. They help to index your website's pages correctly.

Backlinks are an essential part of the SEO process. They help search bots/engines to crawl your site and factor it into their algorithm.

The basic rule is quality links are built naturally, from relevant and authoritative domains. These are the ones you should be targeting.

Focus on backlinks from other .uz domains in Uzbekistan, as well as international sites in the same language as the other language versions of your website.

KARAKALPAK STATE UNIVERSITY

World Ranking	Continental Ranking	Country Ranking	Presence	Impact	Openness	Excellence
15,668	6,441	30	4,998	15,805	7,356	6,084

INDICATORS	DESCRIPTION	SOURCE	WEIGHT
PRESENCE	Size (number of **pages**) of the main webdomain of the institution. It includes **all the subdomains** that share the same (central/main) webdomain	*Google*	5%
VISIBILITY	Number of **external networks** (subnets) linking to the institution's webpages After normalization, the average value between the two sources is selected	*Ahrefs Majestic*	50%
TRANSPARENCY (or OPENNESS)	Number of **citations** from **Top 100 authors** (excl. 5 outliers) according to the source	*Google Scholar Citations*	10 %
EXCELLENCE (or SCHOLAR)	Number of **papers** amongst the top 10% most cited in 26 disciplines Data for the five year period **(2013-2017)**	*Scimago*	35 %

KARAKALPAK STATE UNIVERSITY

Monthly visits
27,747

Monthly unique visitors
8,343

Visit Duration
00:06:05

Pages / visit
10.86

Device Distribution

■ Desktop ■ Mobile Web

Channels Overview

34.95%　21.38%　43.66%

■ Direct　■ Email　■ Referrals
■ Social　■ Organic search　■ Paid Search
■ Display Ads

NATIONAL UNIVERSITY OF UZBEKISTAN

Remarks	Items	Information
✖	'Enquire Today' button/form	A stronger and more visible call to action (CTA) is required on the page to encourage visitors to engage with the website.
✖	Search bar	A small search bar is embedded at the top-level navigation. This should be made prominent and bigger so that it would be easier for prospective students and other users to utilise this feature
✖	Contact information	There should be a contact information for prospective research collaborators to connect with the Research and Education Centre.
✓	Top-level, side navigations	There is a top-level navigation bar on the website however, it is not arranged properly and the tabs were not identifiable.
✓	Research projects and teams	Quick links to the current research projects and teams under the Research and Education Centre.
✓	Live chat	Live chat feature is available. However, user need to wait for response either via real time or e-mail.

NATIONAL UNIVERSITY OF UZBEKISTAN

National University of Uzbekistan	Ural Federal University	Al-Farabi Kazakh National University
URL: https://www.nuu.uz/eng/science/gen-info ✖ No homepage. ✖ There are no text links to information about any centres or teams that are involved in the research initiatives mentioned ✖ The page is text laden. ✖ Contact information of the research centre is not available. ✖ There isn't information about collaboration opportunities either. ✖ Some pages are blank with no information.	URL: urfu.ru/en/httpsurfuruptpesquisa ✔ A list of URFU Research's unique selling propositions which makes a great impression on visitors upon arrival on the page. ✔ Information is presented in lists, so the content is slightly more digestible. ✖ There's no available information about research pathways, contact details and opportunities of future research collaborations. ✖ Several text links to intended news page, albeit no redirects to information about research departments or teams.	URL: https://www.kaznu.kz/en/166/page/ ✔ The page features research news, reporting on KAZNU's achievements in various research fields. ✔ Information on the research team as well as their contacts are displayed. ✖ A proportional introduction copy although the rest of the section is still text heavy. ✖ There's no available information about research pathways and opportunities of future research collaborations. ✖ Some of the English pages were still in Russian language.

NATIONAL UNIVERSITY OF UZBEKISTAN

In today's digital age, it has never been more important for universities to have an online presence, especially on social media where so many prospective students, researchers and collaborators are present and actively looking for information on their potential options.

	NUU	URFU	KAZNU
Facebook	Y	Y	Y
Twitter	N	Y	N
YouTube	Y	Y	Y
Instagram	Y	Y	Y
LinkedIn	N	N	N

NATIONAL UNIVERSITY OF UZBEKISTAN

National University of Uzbekistan	Ural Federal University	Al Farabi Kazakh National University
✓ Posts highlighting relevant industry updates such as the NNU International Affair Week. ✓ Variety in content of posting focusing on lecturers and students and their activities. ✖ Post descriptions vary in length – some are too long while some posts don't have a copy at all (see image above) ✖ Copy is written in the native language; none of the recent posts were written in English.	✓ Post descriptions are written in English. ✓ Contents highlighting research success stories and research in progress, as well as faculty updates. ✖ The description of this post is too long – user might not read all or miss out important information.	✓ Post descriptions are in English. ✓ Contents promoting online conferences with researchers and experts, especially these past few months. ✖ No variety in media – there are mostly images and shared links.

NATIONAL UNIVERSITY OF UZBEKISTAN

World Ranking	Continental Ranking	Country Ranking	Presence	Impact	Openness	Excellence
3,973	1,398	1	9,261	10,893	3,314	3,438

INDICATORS	DESCRIPTION	SOURCE	WEIGHT
PRESENCE	Size (number of **pages**) of the main webdomain of the institution. It includes **all the subdomains** that share the same (central/main) webdomain	*Google*	5%
VISIBILITY	Number of **external networks** (subnets) linking to the institution's webpages After normalization, the average value between the two sources is selected	*Ahrefs Majestic*	50%
TRANSPARENCY (or OPENNESS)	Number of **citations** from **Top 100 authors** (excl. 5 outliers) according to the source	*Google Scholar Citations*	10 %
EXCELLENCE (or SCHOLAR)	Number of **papers** amongst the top 10% most cited in 26 disciplines Data for the five year period **(2013-2017)**	*Scimago*	35 %

NATIONAL UNIVERSITY OF UZBEKISTAN
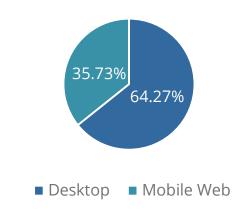
Monthly visits
22,119

Monthly unique visitors
11,585
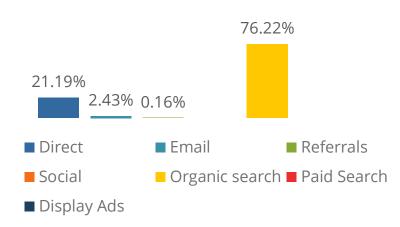
Visit Duration
00:07:12

Pages / visit
10.88

Device Distribution

- 35.73%
- 64.27%

■ Desktop ■ Mobile Web

Channels Overview

- 76.22%
- 21.19%
- 2.43%
- 0.16%

■ Direct ■ Email ■ Referrals
■ Social ■ Organic search ■ Paid Search
■ Display Ads

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SAMARKAND STATE UNIVERSITY

Remarks	Items	Information
✗	'Enquire Today' button/form	Upon perusing some important pages such as the "Scientific Council" page, and the "Prospective Scientific Plans" page, there was no evident links or button to an enquiry form.
✗	Text heavy	Pages such as the "Scientific Council" are text-heavy. It is ideal to break up the content with infographics to improve legibility.
✗	Update content	Sections such as the "Commercialisation of Scientific and Innovative Developments" were blank. This is the section prospective partners from private industries are interested in.
✓	Top-level, side navigations	A full range of research and science-related information can be found under the "Activity" tab accessed via the University's homepage.
✓	Useful resources	Quick links to useful sites and resources located above the page's footer.

SAMARKAND STATE UNIVERSITY

Samarkand State University	Ural Federal University	Al-Farabi Kazakh National University
URL: http://www.samdu.uz/en/vuzilmiykengash ✖ No homepage. ✖ The page is text laden. ✖ There isn't information about collaboration opportunities. ✖ Some pages are blank with no information. ✔ There is contact information of the Secretary of the Scientific Council.	URL: urfu.ru/en/httpsurfuruptpesquisa ✔ A list of URFU Research's unique selling propositions which makes a great impression on visitors upon arrival on the page. ✔ Information is presented in lists, so the content is slightly more digestible. ✖ There's no available information about research pathways, contact details and opportunities of future research collaborations. ✖ Several text links to intended news page, albeit no redirects to information about research departments or teams.	URL: https://www.kaznu.kz/en/166/page/ ✔ The page features research news, reporting on KAZNU's achievements in various research fields. ✔ Information on the research team as well as their contacts are displayed. ✖ A proportional introduction copy although the rest of the section is still text heavy. ✖ There's no available information about research pathways and opportunities of future research collaborations. ✖ Some of the English pages were still in Russian language.

SAMARKAND STATE UNIVERSITY

In today's digital age, it has never been more important for universities to have an online presence, especially on social media where so many prospective students, researchers and collaborators are present and actively looking for information on their potential options.

	SAMDU	URFU	KAZNU
Facebook	Y	Y	Y
Twitter	N	Y	N
YouTube	N	Y	Y
Instagram	N	Y	Y
LinkedIn	N	N	N

SAMARKAND STATE UNIVERSITY

Samarkand State University	Ural Federal University	Al Farabi Kazakh National University
✓ Posts highlighting relevant collaboration news such as updates about visiting delegates. ✖ Updates are posted very infrequently. ✖ Copy is written in the native language; none of the recent posts are written in English. ✖ There needs to be a variety of contents beyond updates about delegates and conferences.	✓ Post descriptions are written in English. ✓ Contents highlighting research success stories and research in progress, as well as faculty updates. ✖ The description of this post is too long – user might not read all or miss out important information.	✓ Post descriptions are in English. ✓ Contents promoting online conferences with researchers and experts, especially these past few months. ✖ No variety in media – there are mostly images and shared links.

SAMARKAND STATE UNIVERSITY

World Ranking	Continental Ranking	Country Ranking	Presence	Impact	Openness	Excellence
9,008	3,287	6	4,204	13,645	3,523	6,084

INDICATORS	DESCRIPTION	SOURCE	WEIGHT
PRESENCE	Size (number of **pages**) of the main webdomain of the institution. It includes **all the subdomains** that share the same (central/main) webdomain	*Google*	5%
VISIBILITY	Number of **external networks** (subnets) linking to the institution's webpages After normalization, the average value between the two sources is selected	*Ahrefs Majestic*	50%
TRANSPARENCY (or OPENNESS)	Number of **citations** from **Top 100 authors** (excl. 5 outliers) according to the source	*Google Scholar Citations*	10 %
EXCELLENCE (or SCHOLAR)	Number of **papers** amongst the top 10% most cited in 26 disciplines Data for the five year period **(2013-2017)**	*Scimago*	35 %

SAMARKAND STATE UNIVERSITY

Top Countries
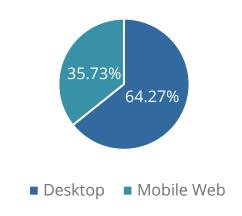
Monthly visits
38,976

Monthly unique visitors
22,350
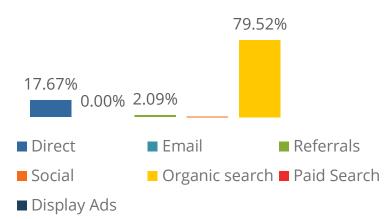
Visit Duration
00:03:13

Pages / visit
4.58

Device Distribution

35.73%
64.27%

■ Desktop ■ Mobile Web

Channels Overview

79.52%

17.67%
0.00% 2.09%

■ Direct ■ Email ■ Referrals
■ Social ■ Organic search ■ Paid Search
■ Display Ads

TASHKENT INSTITUTE OF IRRIGATION & AGRICULTURE MECHANIZATION ENGINEERS

Remarks	Items	Information
✖	Enquiry call-to-action	A call-to-action to enquire about TIIAME's research services must be made available on a page relating information about the University's research activities.
✖	Contact information	There is no contact information of the research centre, as well as information for opportunities to collaborate.
✓	Quick links	Links to schools and faculties are available of the left side of the page, which happens to be the website's main navigation pane.
✓	Update content	The 2020 research plan document was attached to the page.

TASHKENT INSTITUTE OF IRRIGATION & AGRICULTURE MECHANIZATION ENGINEERS

TIIAME	Ural Federal University	Al-Farabi Kazakh National University
URL: https://www.tiiame.uz/en/page/ilmiy-tadqiqot-faoliyati ✖ No quick links to journal database. ✖ No link to an enquiry form. ✖ No text links to the research departments involved. ✔ Great use of charts, figures and imagery to break up text and make webpages engaging.	URL: urfu.ru/en/httpsurfuruptpesquisa ✔ A list of URFU Research's unique selling propositions which makes a great impression on visitors upon arrival on the page. ✔ Information is presented in lists, so the content is slightly more digestible. ✖ There's no available information about research pathways, contact details and opportunities of future research collaborations. ✖ Several text links to intended news page, albeit no redirects to information about research departments or teams.	URL: https://www.kaznu.kz/en/166/page/ ✔ The page features research news, reporting on KAZNU's achievements in various research fields. ✔ Information on the research team as well as their contacts are displayed. ✖ A proportional introduction copy although the rest of the section is still text heavy. ✖ There's no available information about research pathways and opportunities of future research collaborations. ✖ Some of the English pages were still in Russian language.

TASHKENT INSTITUTE OF IRRIGATION & AGRICULTURE MECHANIZATION ENGINEERS

In today's digital age, it has never been more important for universities to have an online presence, especially on social media where so many prospective students, researchers and collaborators are present and actively looking for information on their potential options.

	TIIAME	URFU	KAZNU
Facebook	Y	Y	Y
Twitter	Y	Y	N
YouTube	Y	Y	Y
Instagram	N	Y	Y
LinkedIn	N	N	N

TASHKENT INSTITUTE OF IRRIGATION & AGRICULTURE MECHANIZATION ENGINEERS

TIIAME	Ural Federal University	Al Farabi Kazakh National University
✖ The last post was updated in December 2019. ✖ Some posts are without copy. ✖ There needs to be a variety of contents – photos, videos, link shares, etc.	✓ Post descriptions are written in English. ✓ Contents highlighting research success stories and research in progress, as well as faculty updates. ✖ The description of this post is too long – user might not read all or miss out important information.	✓ Post descriptions are in English. ✓ Contents promoting online conferences with researchers and experts, especially these past few months. ✖ No variety in media – there are mostly images and shared links.

TASHKENT INSTITUTE OF IRRIGATION & AGRICULTURE MECHANIZATION ENGINEERS

World Ranking	Continental Ranking	Country Ranking	Presence	Impact	Openness	Excellence
27,959	13,202*	81*	29,341	28,211	6,670	6,084

INDICATORS	DESCRIPTION	SOURCE	WEIGHT
PRESENCE	Size (number of **pages**) of the main webdomain of the institution. It includes **all the subdomains** that share the same (central/main) webdomain	*Google*	5%
VISIBILITY	Number of **external networks** (subnets) linking to the institution's webpages. After normalization, the average value between the two sources is selected	*Ahrefs Majestic*	50%
TRANSPARENCY (or OPENNESS)	Number of **citations** from **Top 100 authors** (excl. 5 outliers) according to the source	*Google Scholar Citations*	10 %
EXCELLENCE (or SCHOLAR)	Number of **papers** amongst the top 10% most cited in 26 disciplines. Data for the five year period **(2013-2017)**	*Scimago*	35 %

*Bukahara branch

TASHKENT INSTITUTE OF IRRIGATION & AGRICULTURE MECHANIZATION ENGINEERS

Top Countries
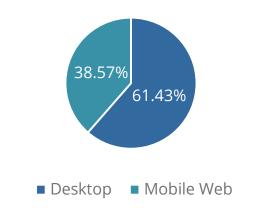
Monthly visits
46,401

Monthly unique visitors
22,902
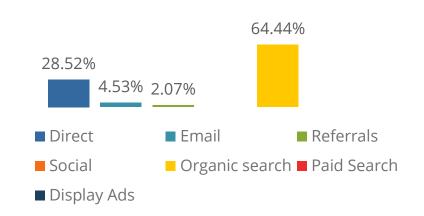
Visit Duration
00:05:21

Pages / visit
7.24

Device Distribution

38.57%
61.43%

■ Desktop ■ Mobile Web

Channels Overview

64.44%

28.52%

4.53% 2.07%

■ Direct ■ Email ■ Referrals
■ Social ■ Organic search ■ Paid Search
■ Display Ads

TASHKENT MEDICAL ACADEMY

Remarks	Items	Information
✖	Introduction	The "Research" homepage needs an introduction into the research activities that Tashkent Medical Academy is known for. Although
✖	Enquiry form	Homepage and subsequent research pages do not contain links or button to an enquiry form. Upon perusing the "Department" page and the "Research Sector" page, there is contact information of the heads of each division.
✖	Update content	Some pages such as "Science 2020" and "My Innovative Idea" are blank.
✖	Broken URL	The link to the "Interuniversity Research Laboratory" is broken.
✔	Quick links	Quick links to the relevant pages whether in the text or the right-side navigation.

TASHKENT MEDICAL ACADEMY

Tashkent Medical Academy	Ural Federal University	Al-Farabi Kazakh National University
URL: https://tma.uz/research-sector/ ✓ A list of Tashkent Medical Academy's research partners. ✓ A list Tashkent Medical Academy's research services. ✗ No information about collaboration opportunities. ✗ No link to an enquiry form. ✓ There is contact information of the department head.	URL: urfu.ru/en/httpsurfuruptpesquisa ✓ A list of URFU Research's unique selling propositions which makes a great impression on visitors upon arrival on the page. ✓ Information is presented in lists, so the content is slightly more digestible. ✗ There's no available information about research pathways, contact details and opportunities of future research collaborations. ✗ Several text links to intended news page, albeit no redirects to information about research departments or teams.	URL: https://www.kaznu.kz/en/166/page/ ✓ The page features research news, reporting on KAZNU's achievements in various research fields. ✓ Information on the research team as well as their contacts are displayed. ✗ A proportional introduction copy although the rest of the section is still text heavy. ✗ There's no available information about research pathways and opportunities of future research collaborations. ✗ Some of the English pages were still in Russian language.

TASHKENT MEDICAL ACADEMY

In today's digital age, it has never been more important for universities to have an online presence, especially on social media where so many prospective students, researchers and collaborators are present and actively looking for information on their potential options.

	TMA	URFU	KAZNU
Facebook	Y	Y	Y
Twitter	Y	Y	N
YouTube	Y	Y	Y
Instagram	N	Y	Y
LinkedIn	N	N	N

TASHKENT MEDICAL ACADEMY

Tashkent Medical Academy	Ural Federal University	Al Farabi Kazakh National University
✖ Posts are not written in English ✖ Most posts are without copy and descriptions. ✖ There needs to be a variety of content – photos, videos, link shares, etc.	✔ Post descriptions are written in English. ✔ Contents highlighting research success stories and research in progress, as well as faculty updates. ✖ The description of this post is too long – user might not read all or miss out important information.	✔ Post descriptions are in English. ✔ Contents promoting online conferences with researchers and experts, especially these past few months. ✖ No variety in media – there are mostly images and shared links.

TASHKENT MEDICAL ACADEMY

World Ranking	Continental Ranking	Country Ranking	Presence	Impact	Openness	Excellence
9,496	3,529	7	2,570	14,098	4,011	6,084

INDICATORS	DESCRIPTION	SOURCE	WEIGHT
PRESENCE	Size (number of **pages**) of the main webdomain of the institution. It includes **all the subdomains** that share the same (central/main) webdomain	*Google*	5%
VISIBILITY	Number of **external networks** (subnets) linking to the institution's webpages. After normalization, the average value between the two sources is selected	*Ahrefs Majestic*	50%
TRANSPARENCY (or OPENNESS)	Number of **citations** from **Top 100 authors** (excl. 5 outliers) according to the source	*Google Scholar Citations*	10 %
EXCELLENCE (or SCHOLAR)	Number of **papers** amongst the top 10% most cited in 26 disciplines. Data for the five year period **(2013-2017)**	*Scimago*	35 %

TASHKENT MEDICAL ACADEMY

Top Countries
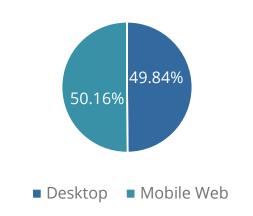
Monthly visits
37,978

Monthly unique visitors
24,615
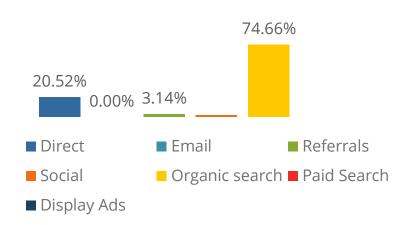
Visit Duration
00:02:33

Pages / visit
2.88

Device Distribution

49.84%

50.16%

■ Desktop   ■ Mobile Web

Channels Overview

74.66%

20.52%

0.00%   3.14%

■ Direct   ■ Email   ■ Referrals
■ Social   ■ Organic search ■ Paid Search
■ Display Ads

TASHKENT PHARMACEUTICAL INSTITUTE

Remarks	Items	Information
✖	Enquire call-to-action	It is imperative to include link or button to encourage visitors to enquire further about Tashkent Pharmaceutical Institute's research activities or collaboration opportunities.
✖	Text heavy	The page is laden with text, which stifles the user's experience to the page, especially if there are looking for information.
✖	Collaboration opportunities	There is no news about the department's research and innovation activities, as well as opportunities for collaborations.
✖	Quick links	No links to relevant information on the text nor the right or left navigation pane. Other pages can be accessed from the main website navigation.
✓	Contact information	Contact information such as email address and phone number is available on the page. However, there is no link or button to an enquiry form, which would help improve user experience.

TASHKENT PHARMACEUTICAL INSTITUTE

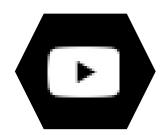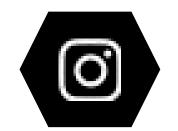| Tashkent Pharmaceutical Institute	Ural Federal University	Al-Farabi Kazakh National University
URL: https://pharmi.uz/ilmiy-tadbirlar/?lang=en ✖ The page is text laden. ✖ Quick links to relevant contents on the left side navigation. ✖ No link to an enquiry form. ✖ There is no contact information for visitors who wish to contact the research council. ✔ A dedicated page for the research journals with improved site UX and design. URL: http://farjur.uz/	URL: urfu.ru/en/httpsurfuruptpesquisa ✔ A list of URFU Research's unique selling propositions which makes a great impression on visitors upon arrival on the page. ✔ Information is presented in lists, so the content is slightly more digestible. ✖ There's no available information about research pathways, contact details and opportunities of future research collaborations. ✖ Several text links to intended news page, albeit no redirects to information about research departments or teams.	URL: https://www.kaznu.kz/en/166/page/ ✔ The page features research news, reporting on KAZNU's achievements in various research fields. ✔ Information on the research team as well as their contacts are displayed. ✖ A proportional introduction copy although the rest of the section is still text heavy. ✖ There's no available information about research pathways and opportunities of future research collaborations. ✖ Some of the English pages were still in Russian language.

TASHKENT PHARMACEUTICAL INSTITUTE

In today's digital age, it has never been more important for universities to have an online presence, especially on social media where so many prospective students, researchers and collaborators are present and actively looking for information on their potential options.

	PHARMI	URFU	KAZNU
Facebook	Y	Y	Y
Twitter	Y	Y	N
YouTube	Y	Y	Y
Instagram	Y	Y	Y
LinkedIn	Y	N	N

TASHKENT PHARMACEUTICAL INSTITUTE

Tashkent Pharmaceutical institute	Ural Federal University	Al Farabi Kazakh National University
✖ The last post was in October 2019; there are no new posts since.	✓ Post descriptions are written in English. ✓ Contents highlighting research success stories and research in progress, as well as faculty updates. ✖ The description of this post is too long – user might not read all or miss out important information.	✓ Post descriptions are in English. ✓ Contents promoting online conferences with researchers and experts, especially these past few months. ✖ No variety in media – there are mostly images and shared links.

TASHKENT PHARMACEUTICAL INSTITUTE

World Ranking	Continental Ranking	Country Ranking	Presence	Impact	Openness	Excellence
13,844	5,605	21	3,515	16,608	6,468	6,084

| INDICATORS	DESCRIPTION	SOURCE	WEIGHT
PRESENCE	Size (number of **pages**) of the main webdomain of the institution. It includes **all the subdomains** that share the same (central/main) webdomain	*Google*	5%
VISIBILITY	Number of **external networks** (subnets) linking to the institution's webpages After normalization, the average value between the two sources is selected	*Ahrefs* *Majestic*	50%
TRANSPARENCY (or OPENNESS)	Number of **citations** from **Top 100 authors** (excl. 5 outliers) according to the source	*Google Scholar Citations*	10 %
EXCELLENCE (or SCHOLAR)	Number of **papers** amongst the top 10% most cited in 26 disciplines Data for the five year period **(2013-2017)**	*Scimago*	35 %

TASHKENT PHARMACEUTICAL INSTITUTE

Top Countries
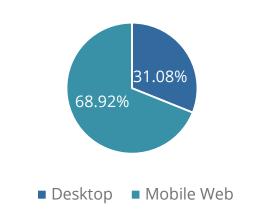
Monthly visits
35,006

Monthly unique visitors
23,006
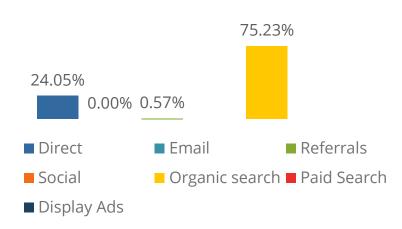
Visit Duration
00:01:33

Pages / visit
2.71

Device Distribution

31.08%

68.92%

■ Desktop ■ Mobile Web

Channels Overview

75.23%

24.05%

0.00% 0.57%

■ Direct ■ Email ■ Referrals
■ Social ■ Organic search ■ Paid Search
■ Display Ads

TASHKENT UNIVERSITY OF INFORMATION TECHNOLOGY

Remarks	Items	Information
✗	Page error	Pages under the "Research" section, plus other sections too were down at the time of the audit.

TASHKENT UNIVERSITY OF INFORMATION TECHNOLOGY

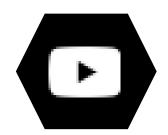| Tashkent University of Information Technology	Ural Federal University	Al-Farabi Kazakh National University
URL: https://tuit.uz/en/publications Pages under the "Research" section, plus other sections too were down at the time of the audit.	URL: urfu.ru/en/httpsurfuruptpesquisa ✔ A list of URFU Research's unique selling propositions which makes a great impression on visitors upon arrival on the page. ✔ Information is presented in lists, so the content is slightly more digestible. ✘ There's no available information about research pathways, contact details and opportunities of future research collaborations. ✘ Several text links to intended news page, albeit no redirects to information about research departments or teams.	URL: https://www.kaznu.kz/en/166/page/ ✔ The page features research news, reporting on KAZNU's achievements in various research fields. ✔ Information on the research team as well as their contacts are displayed. ✘ A proportional introduction copy although the rest of the section is still text heavy. ✘ There's no available information about research pathways and opportunities of future research collaborations. ✘ Some of the English pages were still in Russian language.

TASHKENT UNIVERSITY OF INFORMATION TECHNOLOGY

In today's digital age, it has never been more important for universities to have an online presence, especially on social media where so many prospective students, researchers and collaborators are present and actively looking for information on their potential options.

	TUIT	URFU	KAZNU
Facebook	Y	Y	Y
Twitter	Y	Y	N
YouTube	Y	Y	Y
Instagram	Y	Y	Y
LinkedIn	Y	N	N

TASHKENT UNIVERSITY OF INFORMATION TECHNOLOGY

Tashkent University of Information Technology	Ural Federal University	Al Farabi Kazakh National University
✖ Posts are not written in English. ✖ There needs to be a variety of contents – photos, videos, link shares, etc. ✔ Good regular posting of content	✔ Post descriptions are written in English. ✔ Contents highlighting research success stories and research in progress, as well as faculty updates. ✖ The description of this post is too long – user might not read all or miss out important information.	✔ Post descriptions are in English. ✔ Contents promoting online conferences with researchers and experts, especially these past few months. ✖ No variety in media – there are mostly images and shared links.

TASHKENT UNIVERSITY OF INFORMATION TECHNOLOGY

World Ranking	Continental Ranking	Country Ranking	Presence	Impact	Openness	Excellence
8,418	8,725*	4	5,226	8,244	6,823	6,084

| INDICATORS	DESCRIPTION	SOURCE	WEIGHT
PRESENCE	Size (number of **pages**) of the main webdomain of the institution. It includes **all the subdomains** that share the same (central/main) webdomain	*Google*	**5%**
VISIBILITY	Number of **external networks** (subnets) linking to the institution's webpages. After normalization, the average value between the two sources is selected	*Ahrefs Majestic*	**50%**
TRANSPARENCY (or OPENNESS)	Number of **citations** from **Top 100 authors** (excl. 5 outliers) according to the source	*Google Scholar Citations*	**10 %**
EXCELLENCE (or SCHOLAR)	Number of **papers** amongst the top 10% most cited in 26 disciplines. Data for the five year period **(2013-2017)**	*Scimago*	**35 %**

*Samarkand branch

TASHKENT UNIVERSITY OF INFORMATION TECHNOLOGY

Monthly visits
208,671

Monthly unique visitors
28,891
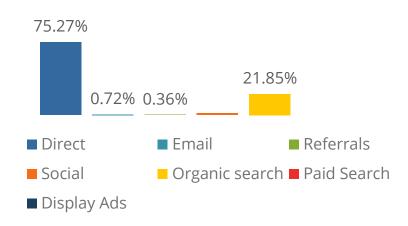
Visit Duration
00:05:39

Pages / visit
6.56

Device Distribution

37.09%

62.91%

■ Desktop ■ Mobile Web

Channels Overview

75.27%

0.72% 0.36%

21.85%

■ Direct   ■ Email   ■ Referrals
■ Social   ■ Organic search   ■ Paid Search
■ Display Ads

TURIN POLYTECHNIC UNIVERSITY IN TASHKENT

Remarks	Items	Information
✖	Homepage	The "Innovation" homepage is blank.
✖	Enquire call-to-action	It is imperative to include link or button to an enquiry form or contact information to encourage visitors to enquire further.
✖	Collaboration opportunities	There is no news about the department's research and innovation activities, as well as opportunities for collaborations.
✓	Quick links	Links to relevant contents such as research activities are available of the right side of the page.

TURIN POLYTECHNIC UNIVERSITY IN TASHKENT

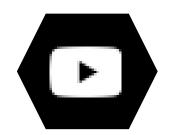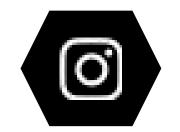| Turin Polytechnic University in Tashkent	Ural Federal University	Al-Farabi Kazakh National University
URL: https://polito.uz/en/research/scientific-developments/ ✖ A good list of research activities with links to the dedicated page for visitors to get more information. However most of the pages can't be reached at the time of the audit. ✔ Information on Financing party and researchers involved. ✖ No quick links to journal database. ✖ No link to an enquiry form or contact information.	URL: urfu.ru/en/httpsurfuruptpesquisa ✔ A list of URFU Research's unique selling propositions which makes a great impression on visitors upon arrival on the page. ✔ Information is presented in lists, so the content is slightly more digestible. ✖ There's no available information about research pathways, contact details and opportunities of future research collaborations. ✖ Several text links to intended news page, albeit no redirects to information about research departments or teams.	URL: https://www.kaznu.kz/en/166/page/ ✔ The page features research news, reporting on KAZNU's achievements in various research fields. ✔ Information on the research team as well as their contacts are displayed. ✖ A proportional introduction copy although the rest of the section is still text heavy. ✖ There's no available information about research pathways and opportunities of future research collaborations. ✖ Some of the English pages were still in Russian language.

TURIN POLYTECHNIC UNIVERSITY IN TASHKENT

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	POLITO	URFU	KAZNU
Facebook	Y	Y	Y
Twitter	N	Y	N
YouTube	Y	Y	Y
Instagram	Y	Y	Y
LinkedIn	N	N	N

TURIN POLYTECHNIC UNIVERSITY IN TASHKENT

Turin Polytechnic University in Tashkent	Ural Federal University	Al Farabi Kazakh National University
✓ A good variety of contents and media – photos, videos, etc. ✗ Only some posts are written in English. ✓ Several posts about MOU agreements with government sectors and the private industry, alongside some updates about student success stories.	✓ Post descriptions are written in English. ✓ Contents highlighting research success stories and research in progress, as well as faculty updates. ✗ The description of this post is too long – user might not read all or miss out important information.	✓ Post descriptions are in English. ✓ Contents promoting online conferences with researchers and experts, especially these past few months. ✗ No variety in media – there are mostly images and shared links.

TURIN POLYTECHNIC UNIVERSITY IN TASHKENT

World Ranking	Continental Ranking	Country Ranking	Presence	Impact	Openness	Excellence
16,774	5,605	21	7,718	16,835	7,356	6,084

INDICATORS	DESCRIPTION	SOURCE	WEIGHT
PRESENCE	Size (number of **pages**) of the main webdomain of the institution. It includes **all the subdomains** that share the same (central/main) webdomain	*Google*	5%
VISIBILITY	Number of **external networks** (subnets) linking to the institution's webpages After normalization, the average value between the two sources is selected	*Ahrefs Majestic*	50%
TRANSPARENCY (or OPENNESS)	Number of **citations** from **Top 100 authors** (excl. 5 outliers) according to the source	*Google Scholar Citations*	10 %
EXCELLENCE (or SCHOLAR)	Number of **papers** amongst the top 10% most cited in 26 disciplines Data for the five year period **(2013-2017)**	*Scimago*	35 %

*Samarkand branch

TURIN POLYTECHNIC UNIVERSITY IN TASHKENT

Top Countries
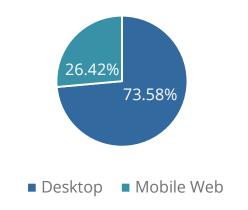
Monthly visits
7,532

Monthly unique visitors
<5,000
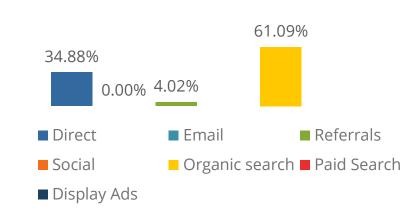
Visit Duration
00:04:29

Pages / visit
4.29

Device Distribution

26.42%
73.58%

■ Desktop ■ Mobile Web

Channels Overview

34.88%
0.00% 4.02%
61.09%

■ Direct ■ Email ■ Referrals
■ Social ■ Organic search ■ Paid Search
■ Display Ads

215

URGENCH STATE UNIVERSITY

Remarks	Items	Information
✖	Homepage	The way contents about scientific or research activities are structured could benefit from having a homepage that relates information about research at Urgench State University.
✖	Enquire call-to-action	There is no link or button to an enquire although available at the website header is a general contact information (email address and phone number).
✖	Collaboration opportunities	There is no news about the department's research and innovation activities, as well as opportunities for collaborations.
✔	Quick links	Links to schools and journals are available of the left side of the page.

URGENCH STATE UNIVERSITY

Urgench State University	Ural Federal University	Al-Farabi Kazakh National University
URL: https://www.urdu.uz/en/site/active?id=58 ✖ There isn't information about collaboration opportunities, research pathways and contact details. ✖ No link to an enquiry form. ✖ Some pages such as "Directions of Scientific Research" are blank.	URL: urfu.ru/en/httpsurfuruptpesquisa ✔ A list of URFU Research's unique selling propositions which makes a great impression on visitors upon arrival on the page. ✔ Information is presented in lists, so the content is slightly more digestible. ✖ There's no available information about research pathways, contact details and opportunities of future research collaborations. ✖ Several text links to intended news page, albeit no redirects to information about research departments or teams.	URL: https://www.kaznu.kz/en/166/page/ ✔ The page features research news, reporting on KAZNU's achievements in various research fields. ✔ Information on the research team as well as their contacts are displayed. ✖ A proportional introduction copy although the rest of the section is still text heavy. ✖ There's no available information about research pathways and opportunities of future research collaborations. ✖ Some of the English pages were still in Russian language.

URGENCH STATE UNIVERSITY

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	URDU	URFU	KAZNU
Facebook	Y	Y	Y
Twitter	Y	Y	N
YouTube	Y	Y	Y
Instagram	N	Y	Y
LinkedIn	N	N	N

URGENCH STATE UNIVERSITY

Urgench State University	Ural Federal University	Al Farabi Kazakh National University
✖ The last post was updated in December 2019. ✖ Most posts are lacking a description or further information.	✔ Post descriptions are written in English. ✔ Contents highlighting research success stories and research in progress, as well as faculty updates. ✖ The description of this post is too long – user might not read all or miss out important information.	✔ Post descriptions are in English. ✔ Contents promoting online conferences with researchers and experts, especially these past few months. ✖ No variety in media – there are mostly images and shared links.

URGENCH STATE UNIVERSITY

World Ranking	Continent al Ranking	Country Ranking	Presence	Impact	Openness	Excellence
11,695	4,560	11	8,677	18,208	5,210	5,624

INDICATORS	DESCRIPTION	SOURCE	WEIGHT
PRESENCE	Size (number of **pages**) of the main webdomain of the institution. It includes **all the subdomains** that share the same (central/main) webdomain	*Google*	5%
VISIBILITY	Number of **external networks** (subnets) linking to the institution's webpages After normalization, the average value between the two sources is selected	*Ahrefs Majestic*	50%
TRANSPARENCY (or OPENNESS)	Number of **citations** from **Top 100 authors** (excl. 5 outliers) according to the source	*Google Scholar Citations*	10 %
EXCELLENCE (or SCHOLAR)	Number of **papers** amongst the top 10% most cited in 26 disciplines Data for the five year period **(2013-2017)**	*Scimago*	35 %

Samarkand branch

URGENCH STATE UNIVERSITY

Monthly visits
15,725

Monthly unique visitors
5,107
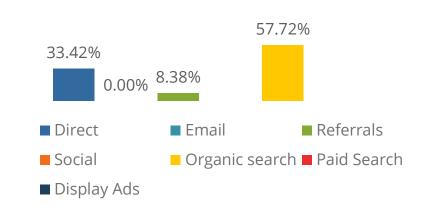
Visit Duration
00:09:47

Pages / visit
15.98

Device Distribution

35.88%

64.12%

■ Desktop   ■ Mobile Web

Channels Overview

33.42%

0.00%   8.38%

57.72%

■ Direct   ■ Email   ■ Referrals

■ Social   ■ Organic search   ■ Paid Search

■ Display Ads
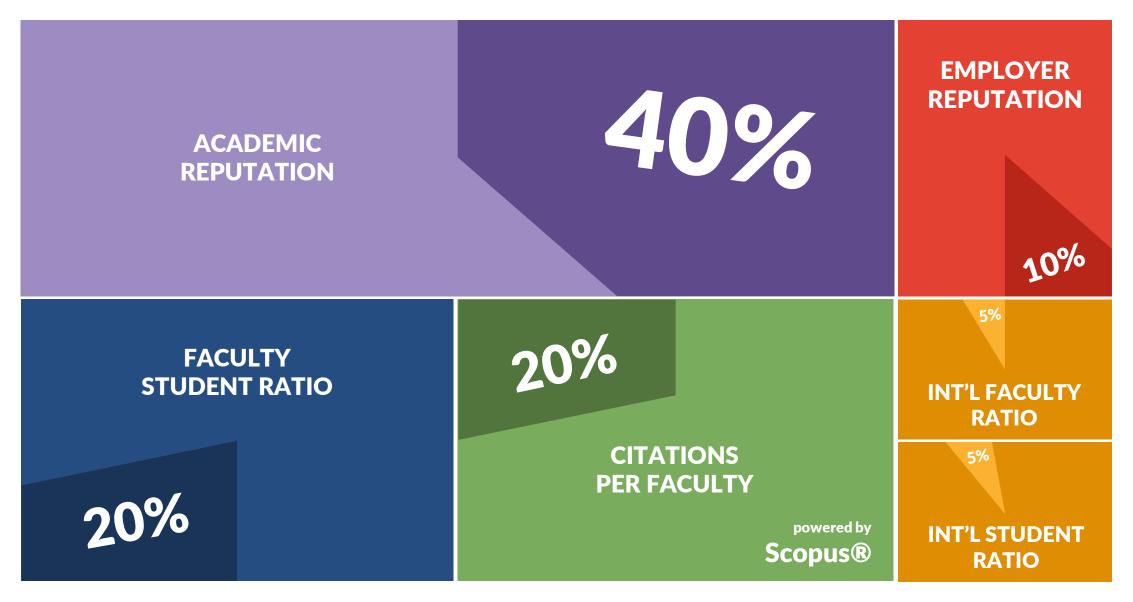
+ Strategy and Roadmapping

David Reggio – Shadi Hijazi

06

29 July 2020
17:50 – 19:20
13:50 – 15:20 (London)

PRACTICES

MARKET REALITY: PERCEPTIONS OF ACADEMICS

40%

MARKET REALITY: PERCEPTIONS OF INDUSTRY

10%

RESOURCING REALITY: COMMITMENT TO TEACHING

20%

20%

10%

RESEARCH REALITY: COMMITMENT TO SCIENCE
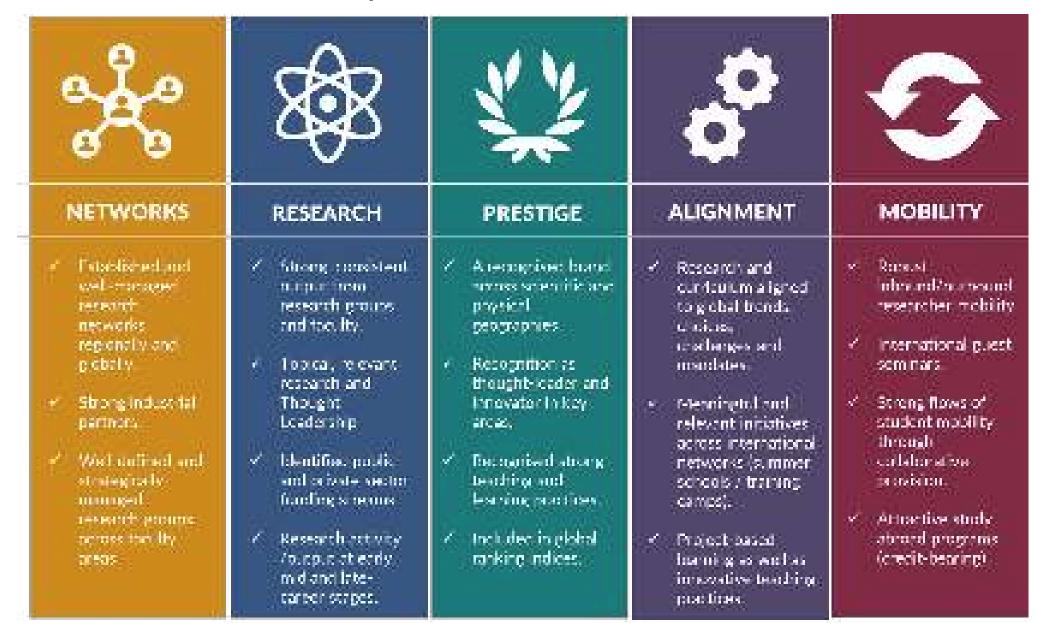
INTEGRATION: COMMITMENT TO INTERNATIONAL

INSTITUTION TYPES & CHARACTERISTICS

HISTORICAL	ADVANCED	Transformative COMMUNITY	SPECIALIST	NEW
Generally over a century old	Between 50-100 years old	Invariably under 50 years of age	Institutions which are primarily focused on high-impact research in unique scientific areas.	Institutions which have been created to address changes in industry and society
Established legacy across all subject areas	Good track record of innovation and self-sufficiency	Track-record of serving the community and engaging with local municipality		
Strong output rate / patenting	A strong identity based on development across certain subject areas sooner than history	Strong sense of reliability and training	CERN: NASA AMES Research Centre	Under 50 years old
Globally reputed		May transition to more research-focused initiatives		
The Yale's, Harvard's and Oxford's		Agile but generally resistant to new practices and big jumps to vision and expectation	Have international support	
Owing to historical importance and continued legacy across all the Sciences, such institutions remain a benchmark	Create their own histories through bold initiatives with industry and global partners	Generally 2 sets of academics – the old guard and the new guard	Generally independent of the Higher Education spotlight	Such institutions have superior support from key personages in industry, the arts, entertainment, commerce, etc.
	University of Surrey	Brazil has the most community universities		

WHAT DEFINES A GLOBAL, RANKED INSTITUTION?

INSTITUTIONAL ASSETS

⚠ Across the 10 institutions, Leadership Assets, Research Assets and Academic Assets are not communicated effectively either in the strategic roadmaps or the website.

What you have **pioneered**; where you are making change; how you are helping define social and scientific **progress**; the **networks** you are part of; the **voice** that you have and where it is **heard**; the strength of your **participation** in social and/or innovation processes at **home** and **overseas**.

➡ **LEADERSHIP ASSETS**

The science you are **building**; the **outcomes** and **impact** of your scientific efforts; the **systems** or policies you have helped build; the international partners you **speak** to.

➡ **RESEARCH ASSETS**

The **programs** you run; the skills you **develop**; the **alignment** with industrial and social needs your programs guarantee; the **alumni** you have produced; the **experiences** of your graduates; the **outcomes** of your graduates; the **opportunities** you provide.

➡ **ACADEMIC ASSETS**

ACHIEVING THROUGH PRACTICES

Establish a visible strategic mandate

A Strategic Plan with a unique vision and mission communicating the universities LRAs;
A recognisable strategy that creates the identity of the university.

Goal Setting

Goals and Targets that make sense and that are in line with the strengths (LRAs) of the university.

Identification of Key Departments

Key departments that will have specific responsibilities and actions in supporting the strategy and the international awareness of the university.

Near-Term High Impact Actions

Actions that are manageable and that have an internal and external brand effect.

Monitoring

Actions and strategy are monitored and evaluated according to results.

RANKINGS PERFORMANCE

OVERALL FINDINGS AND CHALLENGES

DIMENSION	OPERATIONAL MANAGEMENT	RESEARCH	INTERNATIONAL	MARKETING & MESSAGING	RANKINGS
STRENGTHS	Readiness to progress, a spirit for development and change.	Good research fields across all institutions which scan serve as market proposition.	Habit of international dialogue with many nations	Strong historical and cultural assets that can set good basis for international marketing.	Universities are supported by ministry programme for a quick-change and step-up development
WEAKNESSES	All institutions to varying degrees demonstrate inconsistencies across 3 key areas: PR & Marketing; Research; International Departments may be operating in silos.	Limited research collaborations in high-value scientific areas. Research does not headline the institutions.	No Partnership strategy evidenced and no identification of high-value partners (flagship partners).	No global communications strategy and no visibility of research assets or academic assets via professional social media.	The low number of research publications and a slow degree of international collaboration may prohibit rankings entry.
OPPORTUNITIES	Can implement best practices across key areas to diminish silos; strengthen bridges internally and externally.	Research collaboration regionally and globally, define research agendas. Open Access is attractive to overseas researchers.	Opportunity to establish flagship based on existing partners.	There are stories that need to be told, there is good content and opportunity to build a global brand through science.	Increased visibility of research, industry and academic achievements will enable more international survey responses and increased citations.
THREATS	Without unified actions across three key areas universities will struggle to engage globally and to build a scientific brand internationally. Silos are a risk.	Limited international collaboration and low visibility of research fields will mean a slow growth. Slow network development.	No strategic framework and no global engagement strategy will result in the slow building of bridges with minimal strength.	Slow development of market prestige. Global awareness of universities will remain considerably low.	Reputation may face attrition as regional players increase their global engagement and adopt best practices.

INSTITUTION	ACADEMIC OFFERING	PR & MARKETING ACTIONS / STRATEGY	RESEARCH ACTIVITY	GLOBAL ENGAGEMENT	INDUSTRY	STRATEGIC PLAN / RESEARCH PLAN / GLOBAL PLAN	MARKET ASSETS
Tashkent Institute of Irrigation and Agricultural Mechanization Engineers	36 Programme Pathways; comprehensive.	X	Via Website. 7 directions for sustainable tech / hydrology. Low Visibility.	89 MOUs. Nature of agreement unspecified.	14 projects listed including BEK and BCT Cluster wit U.K	Research Strategy, not in English, via Website. Low visibility.	Renewable Energy; Sustainable Water Management; Irrigation Technnologies; Hydrology; Hydrotech
Turin Polytechnic University in Tashkent	Comprehensive undergraduate and postgraduate portfolio.	X	6 research collaborations including USA, Germany, UK.	29 MOUs. Flagships not specified.	13 engagements with national and local industry.	2023 strategy not on website or visible.	Aerospace eng; Civil eng; IT & ACS; Aerospace; Metrology Centre & Technopark.
Tashkent Pharmaceutical Institute	5 undergraduate programmes; 5 postgraduate.	X	5 research avenues. Low visibility of activity.	39 MOUs. Nature of Agreement unspecified.	X	X	Pharmacy; Pharmaceutical Biotech
Karakalpak State University	15 faculties; comprehensive.	X	5 initiatives, low detail.	48 MOUs. Nature of agreement unspecified.	X	X	Programmes in several European languages.
Urgench State University	11 Faculty Areas.	X	Pharmacology; Biochemistry. Low visibility.	44 MOUs. Nature of agreement unspecified.	41 Industry Engagements.	X	UNESCO chair; TechnoPark; 84% employment rate

QS – Uzbekistan Project

INSTITUTION	ACADEMIC OFFERING	PR & MARKETING ACTIONS / STRATEGY	RESEARCH ACTIVITY	GLOBAL ENGAGEMENT	INDUSTRY	STRATEGIC PLAN / RESEARCH PLAN / GLOBAL PLAN	MARKET ASSETS
National University of Uzbekistan	13 Faculty Areas listed – Undergrad & Postgrad information not available.	X	X	149 MOUs. No mention of flagship partners.	X	X	X
Samarkand State University	Comprehensive portfolio not available in English via website.	X	3 research collaborations which do not mention market assets.	83 MOUs. No mention of flagship partners.	X	X	Nuclear Physics (accelerator); Mathematical Physics; Photonics. Rangeland Ecosystem Research with Uni. Nevada and UNDP.
Tashkent State Technical University	46 departments; comprehensive.	X	5 research areas identified. Low visibility.	102 MOUS. No context; no flagships.	36 Industry Engagements.	X	Aeronautics; Engineering Tech; Materials Sci.; Innovation Center with Japan.
Tashkent Medical Academy	33 undergraduate / 43 postgraduate (listed on website) – no visibility on professional social media.	X	7 flagship areas / 26 agreements pre 2019.	53 MOUs. No context or Framework. No mention of flagship partnerships.	145 national collaborations. No differentiation or context / no flagships.	X	Immunology; Pharmacology; Molecular Cell Tech; Center for Traditional Medicine (S.Korea).
Tashkent University of Information Technologies (TUIT)	X	X	(5 flagship programmes) Cyber security; Software engineering; telecommunications networks; Radio / mobile eng;. Digital economy.	X	5 engagements: Huawei; ZTE; NEC; SAMSUNG; CISCO.	X	Work with leading industries in the field of telecommunications, cyber security and software engineering. World Bank sponsored fintech lab.

OVERCOMING THE SILO EFFECT: OVERCOMING OPERATIONAL GAPS

"Historical academic departmental divisions mean that mingling with colleagues from other fields is usually accidental and all too rare."

– Nature, Biotechnology volume 34, page 357 (2016)

- Academic silos are when research centres, faculty and departments operate in isolation. The consequence is a lack of institutional collaboration across key areas.

- Silos can exist between academic departments and central services. Often, the lack of a unifying strategy results in historical divisions which become part of institutional operations.

- Potentially strong, academic-PR initiatives remain unknown and unshared: silos impact Brand Development, Internationalization and Reputation.

- To enable Global Engagement, an institution needs to achieve a consistent level of communication, collaboration and strategic understanding between research centres, academics and key departments.

- External bridges which are built cannot be sustained if internal operations lack consistency.

⚠ Shared strategic efforts are required to enable the reputation and global awareness of Uzbek universities to increase and to have a positive reflection in rankings.

INSTITUTIONAL ALIGNMENT

- One of the **most important factors** to a university's development and sustainable performance (not only in rankings indices) is brand and reputation. Reputation does not rely on external forces, but internal practices at the university. **Strategy and practices** across key departments determine the health, strength and life of a university brand.

- The three most important departments responsible for **building and sustaining** reputation and market curiosity across the world, are the: (1) PR & Marketing Department; (2) Research Department; (3) International Department.

- The more these three departments work together and establish strong, **shared strategic actions**, the stronger the university's international reputation will become. The more these departments are fragmented, the more difficult it will be for an institution to establish an international brand.

- Presently, as QS Reputation data shows, Ajou relies heavily on nominations from the USA for medicine. Whilst this is encouraging, the lack of international diversity in subject nominations is evidence of the need to begin **strategically unifying (aligning)** actions and communications across these departments.

PR & MARKETING Department

RESEARCH Department
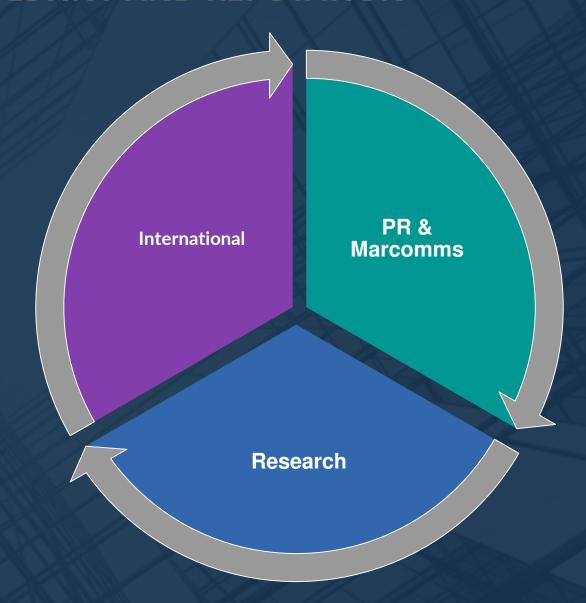
INTERNATIONAL Department

DEPARTMENTS THAT CONTROL BRAND DESTINY AND REPUTATION

- A **challenge** to building the Uzbek university scientific brand overseas, therefore, may be the lack of interaction between the three key departments responsible for **ensuring international awareness and international interest**.

- An international reputation built on science and on academic efforts, requires **collaboration** between these three key departments of a university.

- **Operational consistency** can only be achieved if there is a shared strategic vision, understanding and **unified actions and a shared awareness** across the three departments.

Institutions that perform well in the rankings **have strong operational consistency and shared strategic efforts across three areas: International, Research and PR & Marcomms**. Universities that do not have this internal operational consistency struggle to establish external, international market impact.

International

PR & Marcomms

Research

PRIORITY ACTIONS: NEAR-TERM OVERVIEW 2020-2021

SPECIFIC DATA

- 400 academic contacts (new, memorable, familiar)

- 400 employer contacts (direct relation with hiring or employer engagement)

- Updating all data points on QS HUB

- Work with Elsevier on any institutional name variations

Institutions often think that data is all that is needed to enter or perform well in the rankings. In reality, it is how the institution acts strategically and adopts best practices that will define success and development in rankings indices.

Rankings indicators are a reflection of how an institution operates on a national and international level, and how effectively an institution is integrated with the realities of national and international markets.

STRATEGIC PRACTICES

- Improve operations and visibility across key areas

- Adopt actions which unify key departments that have a direct effect on brand, reputation, visibility

- Identify Leadership, Research and Academic Assets (the national and international identity of the university) which can drive the brand and international recognition

- Bridge and connect key departments with shared actions and improved communications

- Identify & Manage your partnerships, outputs and outcomes

- Map alumni, employers, partners effectively

- Adopt branding and marketing practices

- Bring employers and industry closer to the institution, innovate interaction and participation

Senior Leadership / Planning Actions	Consequence	Priority
Develop international alumni database and consolidate network via LinkedIn – build national and international alumni LinkedIn groups and update feed with research news.	INDUSTRY CONTACTS / EMPLOYER REPUTATION / ALUMNI NETWORK / SUCCESS STORIES	Q3 2020-Q2 2021
Update and clean domestic and international alumni database (contact information; industry; company; position).	INDUSTRY CONTACTS / EMPLOYER REPUTATION/ ALUMNI NETWORK /	Q3 2020-Q1 2021
Funds to be allocated for a high-impact research conference / Scrum Workshop (overseas venue) with industry/university partner: Cybersecurity / Water / Pharmacy - as deemed viable.	GLOBAL LEADERSHIP & PARTICIPATION / ACADEMIC REPUTATION & BRAND	Q3 2020-Q4 2021
Funds to be allocated for 1 -2 international post-doc(s) (focus on high-impact translational research, minimal teaching, strong output and ambassadorial KPIs).	SUSTAINABILITY OF HIGH-IMPACT RESEARCH AREAS	Q4 2020 -thru 2021
Institutional video to be produced, features on research, student experience, nature, campuses, role of university in region, the future and the guarantees it brings. NSU video as best practice: https://english.nsu.ru/life/video-channel-nsu-life/	REPUTATION & BRAND / INTERNATIONAL STANDARDS / MARKET PERCEPTION / AWARENESS	Q3 2020- Q4 2021
Cross-departmental CRM platform / data-integration (partnerships, alumni, research) – i.e. Salesforce; IBM Cognos or at least CRM and data visualisation for key each department	INTERNAL CONSISTENCY OF DATA / BEST PRACTICE / INTERNATIONAL STAND	Q3 2020-Q4 2021
Comprehensive review of employer / industry partners (past 3 years).	QS WUR / QS WUR BY SUBJECT / EMPLOYER REPUTATION	Q3 2020-Q4 2021 thru 2022
Submit revised and active list of **400** Employer contacts (Hiring manager contacts preferably).	QS WUR / QS WUR BY SUBJECT / EMPLOYER NOMINATIONS	-Q4 2020- Q1 2021
Submit revised and active list of **400** Academic contacts (reliable contacts who will know of the institution and its research).	QS WUR / QS WUR BY SUBJECT / EMPLOYER NOMINATIONS	-Q4 2020- Q1 2021
Engage industry partners – event sponsorship, networking opportunities (Scrum / Bootcamps / Skills workshops / Campus Employer Presence / CEO Coffee Mornings): https://bootcamp.birmingham.ac.uk/	EMPLOYER REPUTATION / BEST PRACTICE / ACADEMIC REPUTATION	Q4 2020-thru 2021

Senior Leadership / Planning Actions	Consequence	Priority
Review and alignment of university website with best practices. Research primary, recruitment secondary (save for recruitment season): https://www.nsu.ru/n/ www.bristol.ac.uk www.mit.edu https://www.ucl.ac.uk/	BEST PRACTICE/BRAND BUILDING/INTERNATIONAL AWARENESS/ VISIBILITY	Q3 2020-Q4 2021
University Strategic Mandate/Plan accessible and downloadable via university website - UCL and Bristol as best practice: https://www.manchester.ac.uk/discover/vision/ https://www.ucl.ac.uk/about/how/institutional-plans-strategies https://bristol.ac.uk/university/strategy/	INDUSTRY CONTACTS / EMPLOYER REPUTATION / ALUMNI NETWORK / SUCCESS STORIES	Q3 2020-Q2 2021
Ensure that all university professional and academic sectors identify with the **Leadership, Academic and Research assets** of the institution. Promote through internal communications via the Rector's office- a workshop, presentation or official announcement.	OPERATIONS/ INTERNAL VALUES / SHARED VISION	Q3 2020

EMPLOYER ENGAGEMENT **STRATEGY**

Employer engagement strategies must actively include the on –campus or remote participation employers and alumni.

(1) Check institutional database if alumni and employer contact lists are updated (and what communication you have with contacts).

(2) Begin to reach out to alumni with news of a university's achievements (not just the usual mission statement) - bring them back to the university with news they want to hear and will want to be proud of. Alumni need to identify with their institution – just because they have graduated it doesn't mean they will remain loyal or continue to identify with the university.

(3) Map your employer and industrial partners (you should have a database of contacts) –begin to integrate key employers into university activities and university programmes: employers and alumni are your partners and collaborators.

(4) Coffee morning with the CEO (successful alumni can return to share their knowledge informally with students) - make this a regular formal activity. Alumni showcasing will mean that you have to tell the stories of your successful alumni.

(5) A yearly alumni networking event will work well (follow the business school models) – if not physically then online, begin to use the technology and the tools available to you.

(6) Establish alumni clusters/hubs in different areas of Uzbekistan (alumni should be encouraged to stay in contact, to meet, to network). Use LinkedIn to build alumni networks in different cities and different countries.

(7) Think about which form of marketing, PR and storytelling will be important for your alumni – which type of content. Remember that alumni are your brand ambassadors domestically and overseas, they are your bridge to greater employer relations.

EMPLOYER ENGAGEMENT **STRATEGY**

How are Uzbek universities using LinkedIn to reach out to alumni? Start to adopt best practices, see how institutions such as UCL and Bristol build their alumni networks using LinkedIn.
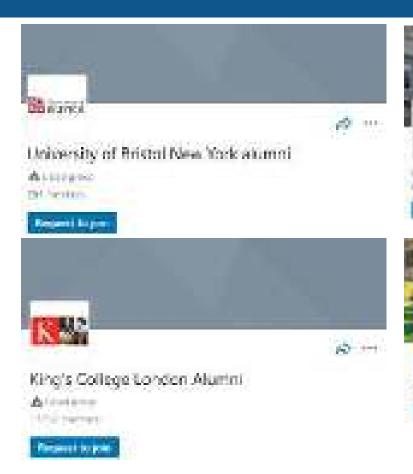
Uzbek universities must begin using the networking tools available to the institution.

This should be treated as an <u>absolute priority and urgency</u>.

https://university.linkedin.com/higher-ed-professionals

https://university.linkedin.com/linkedin-for-students

EMPLOYER ENGAGEMENT **STRATEGY**

City or country-based alumni networks can help universities ensure there is <u>brand ambassadorship</u> at home and overseas. Alumni need to feel that they are valued and that they belong to a dynamic community.

Research Dept. Action	Consequence	Priority
Develop an overarching research strategy focusing on legacy and high-impact research areas. Strategy must be publicly accessible via the website. Developed in collaboration with International and PR & Marketing:	INTERNATIONAL AWARENESS / SCIENTIFIC BRAND / ACADEMIC REPUTATION / BEST PRACTICE & INTERNATIONAL STANDARDS	Q3 2020-Q1 2021
All research community to have updated LinkedIn profiles.	BRAND / MARKET PERCEPTION / ACADEMIC REPUTATION	Q3 2020
For international conferences and guest appearances, PowerPoint templates and Business Cards to follow **corporate branding guidelines**.	BRAND / MARKET PERCEPTION / ACADEMIC REPUTATION	Q3 2020
Research must lead the university website. Research blogs, success stories, research champions, must be accessible and centralised on the website. Have a research feed on primary landing page. (The international community needs to know what you are good at and why).	INTERNATIONAL AWARENESS / BRAND / ACADEMIC REPUTATION	Q4 2020 thru 2021
Submit updated contact lists to QS: 400 academic active contacts who are familiar with the research activity and scientific strengths of the institution. The list must be readied for submission by November each year.	ACADEMIC REPUTATION /QS WORLD UNIVERSITY RANKINGS BY SUBJECT	Q3 2020- Q4 2020
Stream all hot-topic departmental seminars to international research partners. Inform global partners of live stream, or, owing to time differences, record and archive online through website research feed.	INTERNATIONAL AWARENESS / BRAND / PARTNERSHIPS / MARKET PERCEPTION / ACADEMIC REPUTATION	Q3 2020-Q4 2020
Provide professional commentary on hot topics (i.e. recent deforestation rates in the Amazon / global recycling failures). Share these via banner page on website, as well as institutional LinkedIn / faculty LinkedIn and Institutional Twitter.	INTERNATIONAL AWARENESS / BRAND / MARKET PERCEPTION / PUBLIC ENGAGEMENT/ ACADEMIC REPUTATION	Q3 2020-Q4 2020 thru 2021
Research Department should meet monthly with PR & Marketing and International: share on hot topics; research updates; potential new developments to share internationally.	CONSISTENCY OF INTERNAL COMMUNICATIONS / DEPARTMENTAL ALIGNMENT	Q3 2020-Q4 2020 thru 2021

Research Dept. Action	Consequence	Priority
Establish calendar of research seminars to be streamed for Q4 2020-thru 2021. Share with PR & Marketing and International Department. Seminars to be streamed online, promoted on Twitter and LinkedIn, shared with international partners.	INTERNATIONAL AWARENESS / SCIENTIFIC BRAND / ACADEMIC REPUTATION / BEST PRACTICE & INTERNATIONAL STANDARDS	Q3 2020-Q1 2021

10 RULES FOR RESEARCH CENTRES /DEPARTMENTS

Cultivate a Post-Doc community or Fellowship community

Keep up-to-date with hot topics, and be a voice of commentary

Have a strategy – *what* you will do, *how* and *why* (research identity)

Don't just research – show

Map informal and formal collaborations / research groups

Meet with marketing & international offices, and provide updates – have active communication from the research silo

Stream your knowledge – make research events visible online with your partners

Develop enterprise initiatives (summer schools / boot camps)

https://bootcamp.mit.edu/

Use databases and analysis tools as management instruments

Open Access (institutional repository) as a fundamental

https://www.surrey.ac.uk/research/excellence/open-research

International Dept. Actions	Consequence	Contribution to targets
Global Engagement Strategy 2020-2025, accessible via website. Prepared with partial collaboration of Research Office, thus alignment to research strategic plan: https://www.ucl.ac.uk/global/strategy	INTERNATIONAL AWARENESS / BRAND / ACADEMIC REPUTATION / BEST PRACTICE	Q3 2020-Q1 2021
Identify **3** flagship partners in key global regions. With each partner agree to a series of initiatives and work towards concrete outcomes over next three years. Each partnership needs to be structured around a priority research area where there are institutional champions, i.e. water, sustainability, engineering, education, cybersecurity, big data.	BRAND / ACADEMIC REPUTATION / BEST PRACTICE	Q3 2020-thru 2021
Categorise and map each partnership at the institution according to three tiers of strategic importance. Map all international partnerships and outcomes, share with the Research Department.	COMPREHENSIVE INTERNAL SHARED DATA ON ACTIVE RESEARCH PARTNERSHIPS (ACADEMIA / INDUSTRY) TO BE SHARED WITH INTERNATIONAL AND PR & MARKETING DEPARTMENTS.	Q3 2020-Q4 2020
Oversee and establish summer school / winter school in high impact research area (minimum 12 months lead time as best practice). Heavy promotion through flagship partners; strong promotion in traditional regions through tier 2 collaborations (Slide 109 of supporting slide deck), light promotion in non-traditional regions, potentially tier 3 agreements. Dovetail with partnership mapping and Research Dept. collaboration mapping, enabling targeted promotion. Deem 2021 Summer School a pilot, 2021 a full program run. Refer to NSU Summer School as best practice: https://education.nsu.ru/summerschools/	BRAND / ACADEMIC REPUTATION / INTERNATIONAL ENTERPRISE/ GLOBAL ENGAGEMENT	Q3 2020-Q3 2021

International Dept. Actions	Consequence	Contribution to targets
With Research Dept & PR & Marketing Dept. establish targeted communication plan by country. Align with SDGs and MEGATRENDS and Hot-Topics addressed by Researchers / Research Champions (Slide 82-86 of supporting slide deck). Communicate through Tier 1 Flagships, Tier 2 partners and Tier 3 agreements.	INTERNATIONAL AWARENESS / BRAND / ACADEMIC REPUTATION / BEST PRACTICE	Q3 2020-Q1 2021
Upgrade to CRM/PRM for partnership management (IBM; Salesforce customised). A CRM is required to integrated mapping data by Research Dept and International Dept into comprehensive overview. Leveraged by PR & Marketing Dept for channelled content.	COMPREHENSIVE INTERNAL SHARED DATA ON ACTIVE RESEARCH PARTNERSHIPS (ACADEMIA / INDUSTRY) TO BE SHARED WITH INTERNATIONAL AND PR & MARKETING DEPARTMENTS	Q3 2020-thru 2021
Global Engagement Strategic Communications plan: review university's Global Engagement twitter and social media content (including LinkedIn) in line with 5 communication / narrative pathways (slides 82-86 of supporting slide deck). Work with Research Dept. and PR * Marketing Dept.	INTERNATIONAL AWARENESS / BRAND / ACADEMIC REPUTATION / BEST PRACTICE	Q3 2020-Q1 2021

3 PRINCIPLES FOR INTERNATIONAL STRATEGY

EXTERNAL BRIDGES ARE ONLY AS STRONG AS INTERNAL BRIDGES

The integrity and sustainability of external bridges depends on the integrity of internal bridges built between researchers, departments, decision makers.

INTERNAL CONSISTENCY ENABLES EXTERNAL ENGAGEMENT

Global gaps, performance gaps and internal gaps must be collectively addressed - connections within our departments, between our departments and between countries.

QUALITY, NOT QUANTITY

Re-assess and re-frame existing collaborations to see how collaborations can be used more effectively. Engage in strategic dialogue with partners, review the strategic outcomes so far, and build a new 5-year framework with partners.

RANKINGS PERFORMANCE

PARTNERSHIPS: FLAGSHIP, TRADITIONAL, SUPPORT

TIER 1
FLAGSHIP

A partnership that is founded on the intention to build out programs, research and enterprise initiatives through our Leadership & Research Assets (LRAs). 3-5 flagship partners in total are required across strategically important global regions.

TIER 2
TRADITIONAL

Important for collaboration in priority and secondary research areas. Joint programs / dual degrees encouraged. Research collaboration limited to project life-cycles.

TIER 3
SUPPORT

A partner that may be ranked or unranked but with whom there is a steady and sustainable flow of student exchange from strategically important markets.

PARTNERSHIPS: STRATEGIC INITIATIVES

Boron Neutron Capture Therapy for oncology

N* Novosibirsk State University
*THE REAL SCIENCE

The Royal Liverpool and Broadgreen University Hospitals
NHS Trust

Barts and The London
School of Medicine and Dentistry

UNIVERSITY OF SURREY

AIM: Development of a new medical technology through tri-lateral interdisciplinary partnerships; accelerator-based epithermal neutron source for boron neutron capture therapy for oncological diseases.

CHALLENGE: Mortality in the Russian Federation from brain tumors such as glioblastoma.

SOLUTION: Introduction of medical technology into clinical practice.

PARTNERSHIPS: STRATEGIC INITIATIVES

- Novosibirsk State University has undergone a dramatic change over the last three years. It is now ranked 3rd in Russia in the QS World University Rankings.

- The institution has a unique tagline – "the real science" – and has adopted a new international mandate of flagships and strategic alliances.

- In 2017, NSU signed innovation agreements with the University of Surrey, Queen Mary University London and the University of Liverpool. It is the first Russian university to do so on an actively engaged basis.

- NSU is now working on a showcasing strategy with its international flagships with a view to enhancing visibility and embedding its brand deeper overseas in key strategic regions.

10 RULES FOR EFFECTIVE INTERNATIONALISATION

PR & Marketing Actions	Consequence	Contribution to targets
PR & Marketing Strategy developed in line with Research Strategy and Global Engagement Strategy. Downloadable via website. http://documents.manchester.ac.uk/display.aspx?DocID=25256	INTERNATIONAL AWARENESS / BRAND / ACADEMIC REPUTATION / BEST PRACTICE	Q3 2020-Q1 2021
Editorial Team for the institutional website to develop content plan. Channel content according to five pathways. Update website according to international standards.	BRAND / ACADEMIC REPUTATION / BEST PRACTICE	Q3 2020-thru 2021
Develop and implement university branding guidelines. https://brand.umich.edu/	COMPREHENSIVE INTERNAL SHARED DATA ON ACTIVE RESEARCH PARTNERSHIPS (ACADEMIA / INDUSTRY) TO BE SHARED WITH INTERNATIONAL AND PR & MARKETING DEPARTMENTS.	Q3 2020
Re-assess possibility of developing and including university tagline in all branding – not slogan or motto. NSU: "The New Science" - refer to branding slide examples and university value propositions. https://english.nsu.ru/about_NSU/why-nsu/	BRAND / ACADEMIC REPUTATION / INTERNATIONAL ENTERPRISE/ GLOBAL ENGAGEMENT	Q3 2020-Q4 2020
Oversee development visually comprehensive (not wordy) research pages for university website. Noting research champions.. http://www.bristol.ac.uk/research/	BRAND / ACADEMIC REPUTATION / BEST PRACTICE	Q3 2020-Q4 2020

PR & Marketing Actions	Consequence	Contribution to targets
Develop monthly electronic bulletins to send to all research partners and collaborators as per Research Dept and International Dept mapping.	INTERNATIONAL AWARENESS / BRAND / ACADEMIC REPUTATION / BEST PRACTICE	Q3 2020-Q4 2020
Develop, with Research Dept, Hot-Topics feed / expert commentary on website, Twitter, LinkedIn. (Slide 86 of supporting slide deck).	INTERNATIONAL AWARENESS / BRAND / ACADEMIC REPUTATION / BEST PRACTICE	Q3 2020-thru 2021
Production of international delegation packs with corporate branding. Meet with Research Dept. and International for content.	GLOBAL ENGAGEMENT / BEST PRACTICE	Q3 2020-Q1 2020
Engage with key media contacts to build media profile through high-impact research areas / expert commentary on regionally important topics.	INTERNATIONAL AWARENESS / BRAND / ACADEMIC REPUTATION / BEST PRACTICE	Q3 2020-thru 2021
Ensure profiling of key university leaders and research champions puts a face on achievements across website and social media platforms (Twitter / LinkedIn).	INTERNATIONAL AWARENESS / BRAND / ACADEMIC REPUTATION / BEST PRACTICE	Q3 2020-thru 2021
Establish consistent internal communications and updates across five narrative pathways or related institutional groups. This is to bridge knowledge gaps between existing research groups, administration silos and leadership departments. Platforms such as Microsoft Teams and Slack are considered best practice. Share Rankings related news and priorities through such channels to key stakeholders.	BEST PRACTICE / INTERNAL COMMUNICATIONS	Q3 2020-thru 2021
A monthly industry / employer stakeholder e-bulletin should be introduced. This will go beyond 'news' and highlight opportunities for businesses to get involved with the University. Regular features about Research and Enterprise Services, Societal Challenge Themes and Science should feature.	INTERNATIONAL AWARENESS / BRAND / EMPLOYER REPUTATION / BEST PRACTICE	Q3 2020-thru 2021

The university of Bristol is an excellent example of strategic communications.

The way the university showcases its research interests and its people is an industry best practice.

The PR & Marketing divisions of Uzbek universities should begin to develop similar content by collaborating with international and research divisions.

Only through bridged communication between key departments can we have such good, effective examples.

Think Leadership and Research Assets: The university of Bristol has built its brand by identifying its scientific assets, promoting these assets accordingly, and making them visible through its website as well as through professional social media.

NARRATIVE PATHWAYS & STRATEGIC COMMUNICATION

- Leading universities **build their brand** across **3 departments and through five pathways**.

- Universities will need to establish narratives, PR and marcomms across these five pathways to **effectively communicate** it's scientific, academic and social value to the world and to the international academic communities.

- These **5 pathways** serve as **brand-building rivers/pathways** which enable international stories, news and collaboration to flow.

⚠ Uzbek universities must begin telling their story, communicating their science, history and culture to the world. Communication will have an effect on international awareness, research collaboration and consequently rankings performance. The more people know, the more they will want collaborate – communicate your value according to the 5 pathways.

INDUSTRIAL INITIATIVES
What we are doing with industry

RESEARCH INITIATIVES
What our researchers are working on

INNOVATION INITIATIVES
What we are creating and developing

ACADEMIC INITIATIVES
What and how we teach; the strength of our programs

OUTREACH INITIATIVES
How we build society and work with society

PROMOTING YOUR INSTITUTIONAL ASSETS & INFLUENCE

LOW-COST HIGH IMPACT PLATFORMS OF GLOBAL COMMUNICATION (PROFESSIONAL SOCIAL MEDIA)

"Communication is the game, not part of it"

Are Uzbekistan universities actively using these platforms to promote institutional assets and capture the attention of the international community?

PROMOTING SCIENTIFIC RESEARCH & SOCIAL DEVELOPMENT

THE CONVERSATION

10 RULES FOR A UNIVERSITY WEBSITE

Logo and brand are modern	Website is uncluttered, clear and direct – users want answers and a potential journey	Website is clean and interesting rather than crowded and busy – avoid everything and nothing	Difficult to get lost in the website, and website is self-guiding – avoid disorientation	Website addresses needs of the visitor / user in a clear, segmented way – avoid confusion
Podcasts, videos, news showcase strengths, virtues and interests – real content not amassed blurb	Unified brand, consistent theme and colours that are slick and innovative – avoid collages	Research leads, recruitment follows – avoid anonymity	Modern images that reflect your university's values and priorities are used – art, not clipart	Sophisticated rather than cool – science and learning are captivating, not gimmicky

Thank you

Trusted. Independent. Global

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