



Co-funded by the
Erasmus+ Programme
of the European Union

TRIGGER: 617309-EPP-1-2020-1-SK-EPPKA2-CBHE-JP

WP3: Establishment/Enhancement of the Careers, Employability and Enterprise Services (CEES)

D 3.3. Roadmap to Graduate Employability Enhancement at each CA HEI

Deliverable	D 3.3 Roadmap to Graduate Employability Enhancement Scheme for each CA HEI.
Date	27 March 2023
Partner(s)	P11-Khorog State University named after M. Nazarshoev
Version	v01
Status	Draft
Dissemination	internal document
Comments	

TRIGGER partners



for graduate's employability in Central Asia

Technical University of Kosice <i>Slovakia</i>	
L.N. Gumilyov Eurasian National University <i>Kazakhstan</i>	
Atyrau State University <i>Kazakhstan</i>	
Toraighyrov University <i>Kazakhstan</i>	
Termez State University <i>Uzbekistan</i>	
Namangan Institute of Engineering and Technology <i>Uzbekistan</i>	
Jizzakh Polytechnic Institute <i>Uzbekistan</i>	
Tashkent State Transport University <i>Uzbekistan</i>	
Dangara State University <i>Tajikistan</i>	
Khorog State University named M. Nazarshoev <i>Tajikistan</i>	
Kulob State University <i>Tajikistan</i>	
University of Applied Sciences BFI Vienna <i>Austria</i>	
Université Côte d'Azur <i>France</i>	
ASTRA <i>Slovakia</i>	
IDEC <i>Greece</i>	
<p>Acknowledgement: TRIGGER is co-funded by the Erasmus+ Programme of the European Union under Grant Agreement № 617309-EPP-1-2020-1-SK-EPPKA2-CBHE-JP</p>	

Disclaimer: The views and opinions expressed in this publication are the sole responsibility of the author(s) and do not necessarily reflect the views of the European Commission

Table of Contents

1. The vision, mission and values of the HEIs in promoting graduate employability
2. The University 's goals and objectives to promote the employability of graduates
3. Identification of stakeholders
4. The results (outputs, outcomes) and milestones
5. List of actions (prioritize them based on importance, feasibility etc)
6. The timeline and responsibilities
7. The required resources, infrastructure, and environment
8. Evaluation and monitoring methods to measure progress
9. The services for graduates' employability support: for staff and students
10. Communication plan
11. The visualisation of Roadmap

1. The vision, mission and values of the Khorog State University in promoting graduate employability

Explanation: A vision statement is a clear picture of what the institution aspires to become in the future. A mission statement is a statement that describes how the organization is going to operate in the present and towards fulfilment of the vision Graduate Employability Enhancement. Incorporating guiding principles that represent the intrinsic values and behaviors of your organization defines HOW you will act as a group.

Please describe also the university's policy and strategy to improve graduate employability. What existing institutional or national policy documents are aimed at strengthening policies to promote the employment of graduates.

Maximum: 2 pages

Khorog State University (KSU) strives to be a leading educational and research center in the region, recognized for introducing innovative ideas from students, faculty and business partners that contribute to the sustainable development of Tajikistan's economy.

Our goal is to train specialists who will be in demand in the modern labor market and will be able to make a significant contribution to the socio-economic development of the region and the country as a whole.

The mission of Khorog State University is to form the intellectual capital of the region through research and educational activities. We aim to take a leading position in the region and the country by creating the best practices of innovative education and environmental culture. The University aims to increase the employability of graduates, ensuring their readiness for the professional challenges of the modern world.

At the level of Khorog State University there is a regulation, which was prepared and approved by the Ministry of Education and Science of the Republic of Tajikistan, which regulates internship and employment of students of Khorog State University. According to this document, all students are required to undergo internships during their studies. Khorog State University is the only state university in the region that trains highly qualified specialists for the labor market of Central Asia. According to the regulation students of Khorog State University their studies at the university will go through the following internships.

Students pass the following stages of internship and specialty.

1. Pedagogical (starts from February to April - duration from 4 weeks to 6 weeks)
2. Industrial - duration from 2 weeks
3. Training practice - duration of the flight semester 2 weeks
4. Pre-diploma practice, beginning of April, duration of 6 weeks.

Students of 1, 2 and 3 courses annually undergo industrial practice. All KSU students are required to complete an internship.

3rd and 4th year students complete pedagogical, industrial and pre-diploma practice.

In the 3rd year students undergo passive pedagogical (practice with the help of a specialist in the direction), passive practice gives the opportunity to acquire practical skills of a specialist.

Students of the 4th year pass active practice under the guidance of a mentor from the organization, which according to the results gives the student a grade.

Pre-graduation practice is mainly done by those students who are not teachers by profession.

The strategic directions to promote employment of graduates in KSU are as follows

1.Modernization of education and internationalization: Regular updating of curricula in accordance with international standards and integration of global perspectives to prepare students for the international labor market.

2.Creating an entrepreneurial environment based on modern IT technologies: Developing an educational environment that fosters an entrepreneurial mindset and utilizes modern IT technologies to provide students with relevant skills for the digital economy.

3.Student Services and Feedback: Improving student services and establishing robust feedback mechanisms to meet student needs and employer expectations.

HoSU policies and strategies are closely aligned with national employment policies and strategies. This interaction ensures effective implementation of educational programs taking into account the needs of the labor market.

- National Strategy for Education Development in Tajikistan (2030): Aims to align higher education with labor market needs, improve the quality of education and increase employability of graduates through practical training and cooperation with industry.

- Employment Promotion Policy: Focuses on job creation, improving vocational training and supporting youth employment initiatives in GBAO.

KSU works closely with the Local Hukumat of GBAO:

- Financial literacy and youth entrepreneurship development

- Conducting free consultations for young entrepreneurs with business initiatives

- Organizing business trainings and startup competitions in cooperation with government agencies and departments

Through the integration of these strategic directions and policies, KSU strives to graduate specialists ready to meet the requirements of the modern labor market and able to make a significant contribution to the socio-economic development of the region and the country as a whole.

2. The University 's goals and objectives to promote the employability of graduates

Explanation: Please set up the goals and objectives to promote the employment of graduates at your HEI. The goals and objectives have to be derived from HEI goals and objectives but targeted only to graduate employability promotion.

-Maximum: 1 page

The goals and objectives of Khorog State University (KSU) in the field of promoting graduate employment derive from the general goals and objectives of the university, but are aimed solely at improving the competitiveness of graduates in the labor market.

Goals

1. To improve the quality of education and training of graduates with a wide range of knowledge and skills in demand in the labor market.
2. To form sustainable partnerships with companies and organizations to organize internships and employment of students.
3. To develop students' career and entrepreneurial skills by creating conditions for students to develop entrepreneurial skills and career competencies, as well as to promote the development of students' soft skills such as communication, leadership and teamwork.

Objectives

1. Updating and adapting curricula.
2. Establishment and development of career and placement centers.
3. Development of the system of internships and practicums.
4. Organization of employment events.
6. Monitoring and analyzing the employment of graduates.

Educational programs of the university in accordance with the curriculum have such disciplines as “Business Planning”, “Fundamentals of Entrepreneurship”, social entrepreneurship, management of small and medium-sized businesses, project management and others. Thanks to innovative educational programs, the university is modernizing its management system. At the same time, professional specialists who will be employed after graduation are being trained.

To promote employment of graduates, the university has a personnel department, which provides employment of graduates within 3 years in the direction approved by the law of the Republic of Tajikistan, and this applies only to pedagogical directions. The educational programs of the university allow students to annually undergo professional practice in various organizations and enterprises of the region.

3. Identification of stakeholders

Explanation: Please describe the major stakeholders of your university that will support improving graduate employability and/or are targeted by Scheme. How universities will connect and collaborate with main stakeholders to increase graduate employability.

Maximum: 1 pages

Successfully increasing the employability of graduates of Khorog State University (KSU) requires close collaboration with a number of key stakeholders. These parties play an important role in creating conditions for the preparation of competitive specialists adapted to the requirements of the modern labor market.

Key stakeholders

1. Students and graduates themselves, the Central target of all efforts to improve employability.
2. Employers and industrial partners, providing internships, practicums, work placements, as well as forming requirements for the skills and knowledge of graduates.

In doing so, students will undertake internships in different courses and stages of study. Potential stakeholders of Khorog State University who support improved employment opportunities for graduates are the following:

1. State authorities of Gorno-Badakhshan Autonomous Oblast; interaction Participation in state employment programs and projects, providing financial and administrative support
2. Small state enterprises; Organization of internships for students at different stages of education, participation in career days and job fairs.
- 3 GBAO Banks; Conduct seminars and trainings on financial literacy, provide internships in banks, participate in the development of courses on financial management.
4. Pamir Energy LLC; Organization of internships and practical training for students of technical and engineering specialties, participation in the development of training programs.
5. Secondary educational institutions; Organization of pedagogical practice for students of pedagogical specialties, conducting joint educational projects and activities
6. Local state bodies of Khorog city. Khorog; Participation in the development and implementation of social projects, providing internships in state institutions.
7. Tax Committee of GBAO; Conducting seminars and trainings on tax literacy, providing internships and practicums for students of economic specialties.
8. Employment Department; Provision of information on vacancies, assistance in CV writing and preparation for interviews, organization of career events. 9.

9. Department of Standardization, Metrology and Quality Certification; Organization of internships and practices for students of technical and engineering specialties, holding seminars on quality and certification

10. Department of Finance of Gorno Badakhshan Autonomous Oblast; Organization of seminars and trainings on financial management, providing internships and practicums for students of economic specialties.

Other

These stakeholders play a key role in supporting and implementing HoGU's strategy to improve employability of graduates by providing them with relevant knowledge, skills and practical experience necessary for a successful career.

Effective engagement with key stakeholders enables HoGU to create the conditions for successful graduate employability. A systematic approach to cooperation and integration of efforts of all participants of the educational process contributes to the competitiveness of graduates in the labor market and the development of the economy of the region and the country as a whole.

4. The results (outputs, outcomes) and milestones

Explanation: Please outline the measurable indicators that will help you to monitor the achievement of the goals and objectives to enhance the graduates' employability outlined before. Please describe the outcomes that must be attained and specify the steps that must be taken to get those outcomes.

Maximum: 2 pages

To monitor the achievement of goals and objectives to improve the employability of graduates of Khorog State University (KSU), it is necessary to identify measurable indicators and set milestones that will help track progress. The outcomes to be achieved and the specific steps to be taken to achieve them are summarized below.

Outcomes and key milestones

Outcome 1: Increased employability of graduates

Establishment of a Career Development and Employment Center (CDEC)

Development and updating of training programs

Organization of internships and practicums.

Outcome 2: Strengthened partnerships

1. identification and involvement of partners

2. organization of joint activities

Outcome 3: Improved quality of education and training

1. training of teaching staff

2. Development of courses on entrepreneurship and financial literacy

Outcome 4: Support entrepreneurial initiatives

1. Creating conditions for the development of start-ups.
2. Cooperation with state and public organizations.

In order to achieve the set goals and objectives to improve the employability of HoGU graduates, it is necessary to systematically and coordinated interaction with stakeholders, continuous monitoring and evaluation of results, as well as adaptation of educational programs and services in accordance with the changing requirements of the labor market. These steps will help to ensure high competitiveness of graduates and their successful career in the modern world.

5. List of actions (prioritize them based on importance, feasibility etc)

Explanation: Please identify the actions that need to perform to achieve key results and rank them in order of importance (for example: increase the employment of graduates up to 90% in 2024 - by involving employers in the development of curricula, developing mentoring programs and events with employers)

Maximum: 2 pages

In order to achieve the key results of increasing the employability of Khorog State University (KSU) graduates, the following actions need to be taken.

Actions needed to achieve the key results

In order to achieve the key results of increasing employability of graduates of Khorog State University (KSU), the following actions are required:

1. Establishment of a Career Development and Employment Center (CDEC)

The Center will provide career counseling services, organize job fairs, establish contacts with employers and provide information on internships.

Steps

1. Identify needed resources and space.
2. Hire qualified counselors.
3. Develop and implement career programs and services.

Due Date 2024

2. Develop and update training programs to meet labor market requirements

-Description. Incorporate vocational and soft skills courses and regularly update programs based on feedback from employers.

1. Conduct consultations with employers and graduates.
2. Incorporate new courses into the curricula.
3. Monitor and update programs on a regular basis.

- Timeline: 2024-2025

3. Conclusion of partnership agreements with businesses and organizations

Description: Establish long-term partnerships with businesses and government agencies to organize internships, practicums and employment for graduates.

1. Identify potential partners.
2. Negotiate and sign agreements.
3. organize joint activities.

- Deadlines Constantly

4 Organize internships and practicums for students.

- Description: Provide students with internship and practicum opportunities at various stages of their education.

1. Establish contacts with businesses and organizations.
2. Coordinate the process of internships and practicums.
3. Monitor and evaluate the completion of internships.

-Timeline: Ongoing

5.Introduction of mentoring and mentoring programs.

-Description: Recruit experienced professionals and alumni to mentor students to provide them with valuable knowledge and advice.

1. Identify potential mentors.
2. Develop mentoring programs.
3. Organize regular meetings and sessions.

- Timeline: 2024

6. Organize career events and trainings

-Description: Organize job fairs, career days, seminars and trainings with the participation of representatives of business and government agencies.

1. Plan and organize events.
2. Attract participants and speakers.
3. Evaluate the effectiveness of the events.

Due Date Annually

7. Implement soft skills courses

Description. Develop and incorporate soft skills courses such as communication, teamwork, leadership, and time management.

1. Develop course content.
2. Incorporate the courses into the curriculum.
3. monitor and evaluate the effectiveness of the courses.

-Timeline: 2024-2025

The priority actions are aimed at creating conditions to increase employability of KSU graduates and include infrastructure and partnership development, curriculum modernization, and active engagement of students in professional activities. These steps will help achieve the

goals and ensure that graduates have the knowledge and skills they need for a successful career.

6. The timeline and responsibilities

Explanation: Please indicate the beginning and ending dates of each activity, as well as the person(s) responsible.

Maximum: 2 pages

#	Activity	Timeline	Responsible
1	Development of the new modernised curriculum in accordance to EE at 3 pilot faculties of KSU	2023-2024	Education department of KSU
2	Enhance the skills, knowledge and EE of the academic staff of KSU	2023-2024	TRIGGER team members
3	Develop the strategy for Entrepreneurship	2023-2024	Education department and TRIGGER team
4	Attract stakeholders in the designing of the university syllabus	2023-2024	Vice rector for academy and the department of Education
5	Develop mentoring programmes by involving external stakeholders in the university curriculum development	2023-2024	Vice rector for international relations and potential stakeholders
6	Enhance the employability of the students via short internship programmes	2023-2024	Internship department team
7	Develop modernised internship plan in accordance to EE	2023-2024	Internship department team
8	Conduct online seminar with national and international successful entrepreneurs	2023-2024	Department of International Relations of KSU
9	Training of the personnel of KSU in EE	2023-2024	TRIGGER team members
10	Develop modernised curriculum	2023-2024	Faculty members of KSU

7. The required resources, infrastructure, and environment

Explanation: Please specify the internal and external resources, such as human and financial resources and facilities (digital tools and platforms) are required to implement careers, employability and enterprise services in the HEI's.

Maximum: 2 pages

The University with more than 30 years of history has sufficient internal resources but needs external resources. To achieve the above goals and objectives. Khorog State University has modern educational technologies with active use of computer base, language laboratory, connected to the Internet classrooms and laboratories, lecture halls with audiovisual and multimedia equipment, eight educational buildings, a fundamental library, a printing house with up-to-date Two student hostels.

The University has a highly qualified experienced teaching staff: Ph.D. and Candidates of Science and Master's Degrees, academicians of the National Academy of Sciences of the Republic of Tajikistan. The University has a Graduates' Association, a department of internships, a department of retraining and staff qualification improvement. It has interaction with executive bodies of state power of GBAO, employment center of population in GBAO and other commercial and non-commercial organizations.

- budget financing

8. Evaluation and monitoring methods to measure progress

Explanation: Please outline the tools for assessing the progress to ensuring of achiev-ing the expected results

Maximum: 1 page

Khorog State University (KSU) are achieved, a number of tools for assessing and monitoring progress need to be introduced. These methods will help track the effectiveness of actions taken, identify areas for improvement and adjust strategies as necessary.

1. Questionnaires and surveys of graduates and employers, regular surveys of graduates and employers will provide objective feedback on the quality of students' training and their employability rates.

- Tools: Online questionnaires, personal interviews, focus groups.
- Annually.

2. analyzing graduate employment statistics

-Description: Collect and analyze data on graduate employment, including the percentage of graduates employed in their field of study, salary level, and job satisfaction.

Tools: Alumni databases, state and internal employment reports.

3. student progress monitoring

-Description: Track student progress on key indicators such as academic performance, participation in internships and projects, and involvement in additional programs.

- Tools: Electronic grade logs, learning management systems (LMS).

4. Assessment of the effectiveness of internships and practicums

- Description: Evaluate the quality and effectiveness of student internships and practicums through feedback from students and employers.

-Tools: Student and employer surveys, internship reports.

5. Analysis of feedback from the Career Development and Placement Center (CDPC)

-Description: Regularly collect and analyze feedback from students and employers on services and activities provided by the CCRC.

- Tools: Questionnaires, interviews, customer relationship management (CRM) systems.

6. Analyzing the results of career interventions

-Description: Evaluate the effectiveness of career events such as career fairs, workshops, and trainings conducted through collecting feedback and analyzing attendance rates.

-Tools: Questionnaires for event participants, attendance reports.

- Frequency: At the conclusion of each event.

8. Periodic audits of training programs

- Description: Regularly review and update curricula based on feedback from employers, students, and alumni.

-Tools: Employer consultation, student and alumni surveys.

- Frequency: Annual.

These evaluation and monitoring methods will enable HoGU to systematically track progress in achieving the goals of improving the employability of graduates. Regular data collection and analysis of the results will provide the opportunity to make timely adjustments to strategies and plans, which will contribute to the sustainable development and competitiveness of the university.

Evaluation level	Focus	Measurement methods
1. Reaction	Participant perception of <ul style="list-style-type: none"> • Satisfaction • Usefulness's • motivation 	<ul style="list-style-type: none"> • rating scales • focus groups • structured interviews • surveys
2. Learning	Acquisition of <ul style="list-style-type: none"> • knowledge • skills • attitudes 	<ul style="list-style-type: none"> • pre and post tests • simulations and role playing
3. Transfer	Real life transfer of <ul style="list-style-type: none"> • knowledge • skills • attitudes • problem solving 	<ul style="list-style-type: none"> • record reviews and audits • surveys • observation • reports
4. Results	Outcomes	<ul style="list-style-type: none"> • record review and audits • surveys • observations • reports • compliance review • programme institutionalization

9. The services for graduates' employability support: for staff, students and other stakeholders

Explanation: Please specify which services offered by your university to provide support services for staff and students, and also other stakeholders (e.g. businesses) such as career development counselling, job opportunities, mentorship programs, etc. Describe the content of each service, who offers specific service, to whom is service addressed to.

Maximum: 3 pages

Khorog State University (KSU) provides various services to support graduate employment targeted at students, university staff and other stakeholders such as business partners and employers. Below is a description of each of these services

1. Creation of a career employment center - the center will create a workplace supervisor and assistants.

- The center will develop 2 courses on

a) professional practice of people management, internship.

b) preparation for international placement.

Professional practice of people management. This course will include the following:

1. Review of resumes and cover letters

2. interviews

3. Job search strategies

4. Communication skills, problem solving, leadership, and teamwork

This course will be developed with the assistance of the University of Toronto and the University of British Columbia Placement Office.

The International Placement Preparation course will cover all the elements required to travel abroad, including insurance documents. Medical documents, BIMA insurance company, intercultural skills, language skills

- Create online job boards and portals for local and international job opportunities.

- Organize a job fair once a year (career day)

Career center assistant will organize with different organizations to hold meetings with employment requirements, thus graduates themselves can participate with a ready resume

10. Communication plan

Explanation: Please describe the activities (courses, trainings, conferences, exhibitions, workshops, master classes and other events) that your university will hold to involve current stakeholders and attract new ones with the goal of enhancing graduate employability

Maximum: 2 pages

To improve graduate employability and engage new stakeholders, Khorog State University (KSU) plans to implement a wide range of activities. These activities will establish and strengthen partnerships with employers, the business community and other important stakeholders, and help students develop the necessary skills and knowledge.

Courses and trainings

Regular courses and trainings aimed at developing students' professional and soft skills.

Conferences and forums

Organization of conferences and forums with the participation of representatives of business, government agencies and academia. The purpose is to share experience, establish contacts and discuss current issues of graduate employment.

Exhibitions and job fairs

Organizing exhibitions and job fairs where students can meet potential employers and learn about vacancies and internships. The aim is to provide direct interaction between students and employers.

This KSU Communications Plan is designed to fully support students in their career development and build strong relationships with key stakeholders. The implementation of these activities will provide students with the necessary resources and opportunities for successful employment and professional development.

11. The visualisation of Roadmap

Explanation: Please use infographics, diagrams, drawings, maps to visualize information that will help you see the relationship between the main elements of the roadmap

Maximum: 2 pages



