Appendix 13 to the minute of
meeting № 11 of TSUL Council
dated January 31, 2025

This policy was amended through:
Annex 1 to the Minutes No. 3 of the University Council meeting dated September 11, 2026

Estates and Learning Resources Strategy of TSUL 2025-2030

This strategy is in accordance with the legal authorities on legal education in Uzbekistan and the Quality Assurance Policy of Tashkent State University of Law. The strategy sets out the strategic approach and priorities of Tashkent State University of Law in relation to its estate and learning resources between 2025 and 2030.

Chapter I. General provisions

The Estates and Learning Resources Strategy has been written as a key enabler of the University's Strategic Plan to 2030. The Strategy sets out the University's intentions for enhancing its physical environment and learning resources, specifically it aims to provide and develop:

- physical and virtual infrastructure and learning resources that provide a platform for the University, which enables it to grow, enhances its international reputation and allows it to deliver its Action Plan;
- the teaching and learning and research environments that are required to support and underpin an excellent student and staff experience.

In order to deliver on these primary aims, the Strategy sets our 4 areas of focus, each with its own strategic goals and actions. The areas of focus are as follows:

1. Real Estate and Premises
2. Library Resources and Services
3. IT Infrastructure
4. Learning and Teaching Technologies and Digital Platforms.

The Strategy has been developed through extensive stakeholder consultation involving students, academic and administrative staff. It must be read in conjunction with other detailed University policies that impact the University's approach to estates and learning resources.

Chapter II. Real Estate and Premises

Goals: By 2030 the University will:

- Enhance campus facilities to create a more functional, inclusive, and sustainable environment.
- Develop spaces that support academic growth, social interaction, and well-being.

Strategic Actions:

Secure Additional Premises: To build or otherwise secure additional campuses or premises to accommodate our growing numbers of students and staff while maintaining a high-quality experience for our University community to learn and work.

Cafeteria and Recreational Spaces: Construct new cafeteria facilities that provide quality food options and promote social activity. Expand relaxation and coworking areas, particularly outdoor spaces and dedicated lounges for staff to alleviate fatigue.

Classroom Expansion: Increase classroom and auditorium capacity to accommodate the rising student population.

Accessibility Enhancements: Prioritize the creation of ramps, specialized restrooms, and elevators to support students with physical disabilities, alongside implementing tactile pathways for visually impaired students.

Energy Efficiency and Sustainability: Pay more attention to climate protection and through this become a carbon neutral university. Apply approaches to procurement that comply with sustainability principles, promote waste recycling and build an eco-friendly campus.

Chapter III. Library Resources and Services

Goals: By 2030, the University will:

- Modernize library facilities to encourage collaborative learning, enhance access to digital resources, and build a new library building meeting modern standards.
- Increase library availability to support diverse study schedules and inclusive use.

Strategic Actions:

Electronic Resource Database and remote access to learning materials:

Automate library services to ensure modern and efficient provision of electronic services to library users. Fully digitize library operations, enabling seamless access to e-books, journals, and other academic materials. Develop a robust digital resource database accessible through individual profiles, allowing students and faculty to engage with materials remotely.

Extended Hours: Extend opening hours for the library, enabling students to study at times that suit their schedule. This includes adjusting the number of library staff, developing a day-night work schedule, and taking into account the payment of labor for evening and night shifts.

Create Additional Zones: The library will allocate the following modern, well-equipped zones for individual and collaborative work:

- Soundproof cabins for individual study and work;
- Small zones or rooms for group work;
- A hall designated for academic events;
- A coworking area (zone);
- Printing and additional service areas;
- A children's area;
- Designated points for mobile phone use;
- Establishment of a “book café.”

Chapter IV. IT Infrastructure

Goals: By 2030, the University will:

- Provide a stable, secure, and accessible digital environment that supports both in-person and virtual learning experiences.
- Expand IT services and software to facilitate remote access and mobile support.

Strategic Actions:

Internet and Network Improvements: Increase internet speed and reliability, establish additional computer laboratories and invest in new modern equipment.

Cybersecurity and Software: Invest in licensed, secure software and antivirus programs to protect university data and enhance the digital learning environment.

Mobile Accessibility: Expand IT services and software to improve remote access to systems and resources, including through increased mobile compatibility

and applications.

Chapter V. Learning and Teaching Technologies and Virtual Platforms

Goals: By 2030, the University will:

- Leverage technology to expand access to education, improve engagement, and facilitate continuous assessment.

Strategic Actions:

Virtual Learning Tools: Enhance the virtual learning platform with integrated testing systems, additional video and audio lesson content, and tools to monitor student progress.

Inclusivity in Learning Resources: Integrate specialized learning tools for students with disabilities, such as adaptive software for those with dyslexia or autism, ensuring a more inclusive virtual learning experience.

Remote Interaction and Support: Establish regular online consultations, webinars, and interactive sessions between faculty and students.

Chapter VI. Implementation and Monitoring

University Council hold ultimate responsibility for implementation of the Estates and Learning Resources Strategy. However, development, implementation and monitoring of the actions and plans for each area of strategic focus are distributed between the Teaching and Learning Committee and the Student Support Committee, and individual members of senior staff, as follows:

1. **Real Estate and Premises** – Student Support Committee and Head of the Operation and Maintenance Department.

2. Library Resources and Services - Student Support Committee and Head of Information Resource Centre

3. IT Infrastructure - Student Support Committee and Head of Electronic University Centre

4. **Learning and Teaching Technologies and Digital Platforms** – Teaching and Learning Committee and Head of Electronic University Centre.

The respective Heads of Department will be responsible for leading the development of sub plans designed to meet the strategic goals and actions in their area of responsibility as set out in this Strategy. These plans will be brought to the corresponding Committee for discussion and assent before being combined to form a

single Estates and Learning Resources Action Plan for approval and being subject to monitoring from University Council.

The Rector will retain responsibility for the action to secure an additional premise.

The Teaching and Learning and Student Support Committees will continue to monitor implementation of the agreed actions.

Where actions have financial implications, these will be built into the annual Smeeta as part of the institution’s regular financial planning cycle.

Chapter VII. Concluding provisions

This strategy is reviewed at least once every three years, and necessary changes and additions are made as required.