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

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Triggering innovative approaches and entrepreneurial skills for students through creating conditions
for graduate's employability in Central Asia

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1. The vision, mission and values of NIET in promoting graduate employability

NIET's vision about employability of its graduates is that as all the HEIs NIET also sees its graduates to get employed and/or to establish their own businesses upon their graduation. NIET's mission on realizing the stated vision can be defined as its deeds towards developing entrepreneurial education and career services for students, and by measures leading to narrowing the gap between theory and practice.

NIET is a public HEI and on the basis of the development concept of higher education of Uzbekistan until 2030 it worked out its own development concept. The concept includes several points of which followings are the ones that the stated mission can be aligned with:

- Training of personnel at international standards based on the needs of economic sectors and social spheres will be developed in the institute;
- Based on international experiences, a complete transition of education from the paradigm of theoretical knowledge to the paradigm of practical skills formation will be provided.

In order to narrow the gap between the theory and practice, and to increase the rate of employment upon graduation the government of Uzbekistan allowed full time students to work part-time starting from the 2nd year of studies. During working the students will gain general skills necessary for acting as an employee at a company.

In addition, in order to provide the realization of the points above, NIET intends to provide its students with the opportunity to pass lab hours at companies, i.e. decrease hours at the institute and increase chances for students to be at companies more time.

In order to increase its attractiveness for applicants, both local and foreign, NIET has been paying attention and putting effort on to increasing its position in ranking among universities in Uzbekistan, as well as in the world. This year, in 2023, based on the indicators of 2022, NIET has been ranked as the 3rd among the public universities in Uzbekistan.

The Senate of Supreme Assembly of the Republic of Uzbekistan addressed the Cabinet of Ministers through its decree no. SQ-311-IV dated 29.05.2021 which focused on employment of graduates. It addresses the issues of studying the experiences of developed countries, analyzing the demand in labor market, system of university-company cooperations, as well as measures of equipping students with entrepreneurial skills. The Ministry of Higher Education of the Republic of Uzbekistan laid a task in front of public universities to conduct entrepreneurship courses in all their faculties. In the case of NIET, the task is given to the departments of economics, accounting, management and marketing to work out a plan and organize courses on entrepreneurship accordingly. The process has started and

it is in the process, i.e. separate entrepreneurship courses are being taught to students of non-economic field. The idea of this task is the same as the idea of the project. The 5 courses selected within the project have been updated and being taught.

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

Stemming from the mission stated in the previous section goals can be defined as follows:

- Developing entrepreneurial education and career services for students
- Narrowing the gap between theory and practice

The goals can be divided into objectives as follows:

Developing entrepreneurial education and career services for students:

- Training students with entrepreneurial mindset
- Training students on soft skills
- Giving information to students about existing vacancies in the region
- Giving information to students about opportunities to start their own business.

Strengthening diverse cooperation with employers:

- Improving internship organizing procedures
- Developing interactive relations between students and companies
- Involving employers in study processes.

3. Identification of stakeholders

In terms of graduate employability, the major stakeholders of NIET are textile clusters such as ArtSoftTex, NT, UzTex and companies such as MekhMash, RezinaPlast, Turakurgan TES, Namangan Electric Networks, etc. These companies allow students part-time as well. In addition, study rooms are also organized in these companies for students to study in immediate environment. NIET has relevant agreements with mentioned companies.

Studying while working also gives a student to identify problems available at a company where he/she works and try to make a solution for it while illustrating it in case studies or project work.

This strengthens the ties of a company and the institute even further as it is aligned with the interest of the company.

Some companies, such as Namangan Metallurgy Plant and Turakurgan Thermo Electric Station, are showing initiation of training NIET's graduates abroad in order to develop their abilities to work with new technologies that the companies acquire. This gives a chance to NIET's student to become of specialist of an up-to-date technology meeting the needs of the company, guaranteeing the further employment.

Currently, startup projects are being given a crucial attention. Startup projects are developed by students together with their supervisors, and are dedicated to solving current problems of companies or to organizing new activities. For instance, nowadays, the application of solar panels is increasing. This trend requires to prepare specialist to render a needed service for solar technologies. A startup project can be dedicated to organizing such a service that will be start of the process and its dissemination would give a chance to increase the number of companies specialized in the service enhancing the further growth of graduate employment in the field of electric energy and other related fields. "Namangantolatekstil" LLC, "Nostandart" LLC, "IDEAL", "FAZMAN", "IMIR Group TM", "ArtSoftTex" can be listed as companies willing to support startup ideas. NIET has cooperation agreements with all mentioned companies.

Other example of current cooperation is that some companies, such as NT Holding and ArtSoftTex cluster show interest in employing a student after his/her performance during internship or part-time job, by helping to cover the tuition fees. That way the company can develop relations with the talented student. This method of cooperation also should be developed further as it supports the growth of employment.

Government can be shown as another stakeholder as it supports the growth of employment and organizes different programs accordingly. For example, currently the startup company within NIET is conducting short courses (3month – 6 month) for any non-student individuals. The process is financed by the regional government. The participants will gain new skills and can get employed by the companies which participated in the initial organization of the course. This gives NIET to develop its entrepreneurial activities and to increase its role in the immediate environment of the region. This practice can be applied to other fields as well. For instance, quality welders are needed by companies, and these specialists could be prepared by NIET through organizing short courses. This meets the purposes of the concept of developing HEIs in Uzbekistan by 2030, providing step-by-step transition to University 3.0.

4. The results (outputs, outcomes) and milestones

Measurable indicators.

Objective and their *measurable outputs*:

- Training students with entrepreneurial mindset - *prepared program for training, no. of programs containing entrepreneurship education*
 - no. of trainings organized and conducted. This is absolute figure in terms of organizing training in entrepreneurship education, and involvement of all fields of specialization are in target. The idea that academics of non-economics spheres should have a entrepreneurial mindset might have better influence than the idea of entrepreneurship education is carried out by academics of economics sphere. Therefore, training teachers of different specialties is targeted in this point.
- Training students on soft skills - *prepared program for training, no. of trainings conducted, no. of students participated*
 - no. of trainings organized and conducted. This is absolute figure in terms of organizing training in soft skills, and involvement of all fields of specialization are in target. The idea is to provide students with soft skills, such as application filling, Interview skills, preparation of CV, Resume, Cover letter, Motivation letter, and etc.
- Giving information to students about existing vacancies in the region - *ready database, ready link on website, ready platform, no. of exhibitions organized*
 - ready database, ready link on website, ready platform, prepared questionnaire are addressed to their readiness rather than their number, as the number is only one. Availability and quality of them is important. All the processes are going digital, and institute also has to advance in this sense. Availability of the online resources is a must in contemporary world, and progress can't be seen without it.
 - no. of exhibitions organized. This is absolute figure. In addition number of participating companies also can be considered. Comparison between years can be identified once the number of companies increase. There is also possibility to have direct job contract between a student and a employer during the exhibition. Therefore, the number of contracts can also be another figure to show progress.
- Giving information to students about opportunities to start their own business - *no. of students introduced with the opportunity to continue education, no. of students introduced with the opportunity of government credits for startup projects*
 - Faculties need to make sure that all students are given information on available opportunities to continue education, government credits for startup projects.

- Improving existing relations with employers on student internships - *no. of students who chose companies for internship with the purpose of getting employed*
- Developing interactive relations between students and companies - *no. of students sponsored by interested companies, hour ratio of students at companies against total hours of student spent for studies and for activities at companies*
 - hour ratio that students are spending at the institute and at a company. Hour ratio at company = hours at company/ hours at the institute*100%. The target is 50%. This action serves to achieving the goal of narrowing the gap between theory and practice, by preparing the students to job environment and giving them opportunity to see connection between their learning outcomes and the processes at production.
 - no. of students sponsored by companies; the more the better, but no target is set on this purpose. It depends on the willingness of students as well as their potential.
 - no. of students working part time; ratio figure can also be determined, but there is no target as it depends on the willingness of the student to work. Part-time work will prepare student to job conditions and environment, might develop some soft skills as well.
- Involving employers in study processes - *no. of companies invited for defense work, no of defense with participation of work companies, no. of invited companies to introduce themselves, no. of sent questionnaires, no. of curricula developed with companies' involvement*
 - no. of curricula development in partnership with companies. Not available at the moment, it is a future plan. Ratio can be developed by dividing the figure into the total no. of curricula at the institute. It is an important action, as the brightness of the future of the institute depends on how far it is needed by the society. The better response to the demands will ensure better future progress.
 - no. of sent questionnaires, no. of respondents. Ratio is determined by dividing no. of respondents into total no. of sent questionnaires. This is an output, but clear target is not set against it as receivers can't be obliged to respond, and the figure is needed only for analysis. Regular survey of the demand in the skills market is important to ensure the future. The result analysis will help to determine a direction while working out curricula.

Below are general measurable outputs.

 - increased employment rate. The figure can be obtained by comparing employment rate with the previous one. Employment rate = number of employed graduates/total number of graduates * 100%. Here graduate is the one who finished studies in the

year. This is the main figure which can show if we achieving our main goal-enhancing employment of graduates.

- quality of graduate employment (no. of employed students directly at higher specialist levels)

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

In order to reach the objectives listed in previous sections following actions need to be carried out:

Objective 1 - Equipping students with entrepreneurial mindset. This objective can be met in two stages of actions, where the first action is 'working out curricula of selected subjects in each program', and the second action is 'conducting courses updated with entrepreneurship education'. The output of the action will be the number of curricula prepared or updated, and the number of programs containing entrepreneurship education. Target: 5 courses for the beginning and all bachelor programs in preceding years.

Objective 2 – Training students on soft skills. This objective can be met through (1) preparing a program for conducting training to develop soft skills and then (2) conducting training for soft skills based on the prepared program. The output will be seen in the worked out program and number of trainings held, as well as the number of students prepared through the trainings. NIET's target on these actions: at least 1 program for training covering all aspects of soft skills, and at least 1 training program per group of graduate students, with the purpose of covering all graduate students. It will be additional course to be conducted by career center specialists.

Objective 3 - Giving information to students about existing vacancies in the region. Selected actions for this objectives are creating database of vacancies, providing access to students to the database, and organizing exhibitions of companies at university campus. The output will be a database, a link in website, and number of held exhibitions.

Objective 4 - Giving information to students about opportunities to start their own business. All faculties need to make sure that all students by the time of graduation should have information available information for them to start their own business, i.e. the opportunity of government credits for startup projects. It can be done by inviting career center specialists to lessons.

Following objective are directed towards the goal of 'narrowing the gap between theory and practice':

Objective 5 - Improving internship organizing procedures. Internship programs are available in each program at NIET. The action at this point will be updating existing programs by implementing Entermode internship model. The output of this suggested activity will be measured by the number of updated internship programs, and the number of students participating in the program. And NIET's target on this is to include all students. A manual is also prepared based on the Entermode model of EU learned through the project (please refer to appendix 1).

Another idea is the creation of an online platform for internships. University members, companies, and students will have access to the platform. Students can choose a company for internship, and companies also can select a student for internship. Once selection is done, university responsible can start organizational procedures of the internship. Target is to have one online platform by the end of academic year 2024/2025.

Objective 6- Developing interactive relations between students and companies.

In addition to internships, in order to develop practical and adaptability skills of students, laboratory courses can be organized at companies rather than at the institute. Learning at relevant environment might enable students to understand the essence of their lab activities, and importance of it for on-going production processes at sight. 25% of students' total study hours is targeted to be spent at companies. This action stems from the reason that companies currently are more advance in terms of acquiring new technologies, i.e. NIET doesn't have up-to-date labs matching the production of companies. For these activities NIET has agreements with its partner companies.

Objective 7- Involving employers in study processes. Companies can be involved in study processes in following different forms.

Firstly, programs at universities have to be in line with the requirements of relevant productions. One method of determining whether the courses are meeting the requirements is to conduct surveys on the status quo on skills mismatches. Based on the results of the surveys, programs and courses can be updated in order to fill the gaps determined through analyzing the results. It was conducted within this project and further processes are on-going. An initial, very important part of this survey procedure is to prepare questions appropriately. Please refer to www.nammti.uz for further information.

Company specialists can be invited to conduct lessons. It will be beneficial for students as the specialist can teach stemming from his real experiences at his company. In addition, employer specialists can be invited to participate at diploma defense of graduate students.

While working out programs and course contents it is vital to consider the views of employers as they are direct consumers of prepared skills and knowledge. Therefore, another important form of involving companies in study processes is to invite their experts during curricula development. Employer participation in curricula development of at least 15% of all subjects is being targeted at this point.

Strengthening diverse cooperation with employers:

- Improving existing relations with employers on student internships
- Developing interactive relations between students and companies
- Involving employers in study processes.

6. The timeline and responsibilities

Activities	Responsible	Time
Working out curricula of selected subjects in each program	Career services dept, specialty departments	1 month prior the start of academic year
Conducting courses updated with entrepreneurship education	specialty depts	during the academic year
preparing a program for conducting training to develop soft skills	Career services dept	1 month prior the start of academic year
Conducting training on developing soft skills	Career services dept	at time determined by academic dept, once per group of students
Preparing a program for training on preparing business plans	Marketing and Economics Departments	at time determined by academic dept
Conducting training on preparing business plans	Marketing and Economics Departments	at time determined by academic dept
Preparing a database of vacancies, and updating it regularly	Career center	by the end of 2023, updating on monthly basis
Placing the access to the database at the institute's website	Career center	by the end of 2023
Organizing exhibitions of companies in university campus	Speciality department, career center and companies	by the end of academic year, once for each sphere, i.e. 4-5 times in total for all spheres, every year
Updating internship organization procedures based on the EU models	Speciality departments, companies	6 month prior graduation, one time action, the purpose is to get it updated.
Composing an online platform for internships	Centre of information technologies, speciality depts, career centre	by the end of 2025

Conducting scheduled laboratory courses at companies	specialist depts, faculty dean, mentors from company	starting from 2nd until the end of final year of studies
Inviting company specialists to conduct lessons	Specialist depts, and career services	Agreed during planning the academic year. Depends on which topic is to be covered.
Inviting companies for the defense of graduation project work.	Specialist dept	at the end of the final year
preparing questionnaire for determining students' interests for employment	career services	At the beginning of final year of studies
conducting survey, i.e. sending out questionnaires to graduates, getting responses and analyzing the results.	career services	At the beginning of final year of studies
Inviting companies and providing their participation in curricula (working program) development	specialist depts	1 month before the start of academic year

7. The required resources, infrastructure, and environment

Infrastructure

For the activities illustrated above, NIET uses its internal resources mainly, such as academic and administrative staff, space and building, rooms and auditoriums, computers, projectors and other technical devices, internet, financial resources and so on.

Human capital. Currently, there are 5 vice-rectors, 5 faculties, 21 academic departments and 17 administrative departments at NIET comprising 345 academic staff and about the same number of technical staff.

Financial resources. NIET is a public institution, and average 15% of students study on grant basis. In addition to tuition fees, NIET's financial resources include financial resources attracted through project grants, and services at NIET.

Facilities. There are 3 campuses comprising 11 buildings altogether. There are computer rooms, but not sufficient at the moment.

Stemming from the figures above, for the actions illustrated above, there are enough facilities, i.e. space and rooms and human capital, i.e. academic and technical staff for carrying out planned activities. Computer and internet facilities are in the process of improvement. As to financial resources, the

illustrated actions are carried out by human resources within their scope of activities, therefore not significant additional financial resources will be required for human capital.

Devices such as smart boards are also available although not in sufficient numbers at the moment. As digitalization is a required process in currently developed world, this is a requirement set by the government as well. Therefore, devices and specialists connected with providing digital processes should also increase.

Based on the planned activities the required external resources are company mentors, programming specialist, and experts from enterprises.

8. Evaluation and monitoring methods to measure progress

Objectives	Measure of outputs	Monitoring	Evaluation
Training students on soft skills	prepared program for training	Vice-rector of academic affairs, deans	Quality of prepared program can be checked and evaluated by a commission
	no. of trainings conducted, no. of students participated	Vice-rector of academic affairs, deans	Quality of knowledge gained can prove in the result of graduates successful applications
Training students with entrepreneurial mindset	prepared program for training	Vice-rector of academic affairs, academic department, deans	Quality of the prepared program can be evaluated by Marketing Department
	no. of programs containing entrepreneurship education	Vice-rector of academic affairs, academic department, deans	Quality of teaching can be determined through conducting tests among students
Giving information to students about existing companies in the region	ready database	Vice-rector of academic affairs, academic department, deans	How detailed is the information in the database. The more the information the higher the rank of database
	ready link on website	Vice-rector of academic affairs, academic department, deans	How convenient is the link to access the information needed
	ready platform	Vice-rector of academic affairs, academic department, deans	Is platform really working? What are the features of the platform?

	no. of exhibitions organized	Vice-rector of academic affairs, academic department, deans	How many companies participated? How many students? How many agreements were concluded?
Giving information to students about opportunities to start their own business.	no. of students introduced with the opportunity of government credits for startup projects	Vice-rector of academic affairs, academic department, deans	How many students showed interest and started their activities towards using the opportunity
Improving existing relations with employers on student internships	no. of revised internship programs	Vice-rector of academic affairs, academic department, deans	improvement of selected concrete skills of intern student
Developing interactive relations between students and companies	ratio of hours of students at companies against total hours of student spent for studies and for activities at companies	Vice-rector of academic affairs, academic department, deans	Improvement of practical skills of students can be checked through practical assignments
Involving employers in study processes.	no. of companies invited for defense work, no of defense with participation of work companies.	Vice-rector of academic affairs, academic department, deans	No of graduates chosen by company representative for employment during their diploma defense.
	no. of curricula developed with companies' involvement	Vice-rector of academic affairs, academic department, deans	To what extent the programs matches the needs of companies

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

NIET currently has a department of orders portfolio which is also responsible for established career center. Here order is referred to the needs of enterprises for specialists. The department posts info on new vacancies and also further information can be obtained from the department. The services is addressed towards students. The scope of the service has to be expanded by increasing the number of cooperating enterprises and by establishing or providing access other currently running platforms on advertising vacancies.

As the career center is recently established, there is a lot to be done to develop its services. The center is suggested to have a database of or a platform of alumni, which can be useful to graduate students to get to know about their experiences, and also for the institute to be in touch about their progress as well as involve them in questionnaires to get to know their views about currently required skills.

Establishing counselling service within career center is planned. The service can be available also for non-students of NIET as well.

Marketing department is willing to organize a counselling service for businesses as well for giving recommendations on establishing a new business or for further development of their available businesses.

Currently, department teachers at the institute are in the main role of binding graduates with employers, through organizing their lab hours, internships and also by recommending potential students to employers.

Teachers. Teachers and heads of departments organize additional courses (paid and free) for students in various areas, which provide the opportunity for additional development of students as individuals and specialists. For example, at the Department of Technological Machines and Equipment there is an additional course “Young Engineer”, at the Department of Foreign Languages “Speaking Club”, etc. from the first year, students are assigned to teachers on the basis of “Mentoring”, who, after the main lessons, help students in developing Start-Up projects, writing theses and articles. During 4 years of bachelor's and 2 years of master's degrees, assigned teachers supervise their students. Documents of worthy students are submitted for republican, nominated, premium, competitive scholarships such as “Presidential”, “Beruniy”, “Zulfiya”, “Ibn Sino”, “Navoi”, “Ulugbek”, “Imam al-Bukhari”, and also scholarships from the rector of the institute, etc. Every year, several students receive such scholarships, which also provide the opportunity to enter the next stage of study (master's, doctoral) in their field on a budgetary basis without competition.

Authorities and local government (khokimiyat). The university, together with enterprises (employers) and government and local authorities (khokimiyat), organize labor fairs in various areas of education (the first month - the food industry, the second month - the textile industry, the third month - economic areas, etc.). The khokimiyat announces the place (usually on the territory of the institute) and time of organizing the fair to employers, who provide basic information to students about their company, products, vacancies, requirements for workers and employees, etc.

Constant monitoring of the availability of vacancies and announcing them at the institute is the responsibility of Career center of NIET. Vacancies are posted on board as well as the information can be obtained from the center. The center widely uses the databases at national and regional level which are announced on websites (for example, for budgetary organizations <https://vacancy.argos.uz/>, for budgetary and private organizations <https://mehnat.uz/>). Also, these sites make it possible to obtain an extract from the work book, contact the State Labor Inspectorate, calculate official salaries, apply for a subsidy for the purchase of equipment and tools, receive interactive services for persons with disabilities in the field of employment, learn about vacancies provided Agency for External Labor

Migration, as well as available vacancies in the ministry system. In addition, the laws of the Republic of Uzbekistan, Decrees and Resolutions of the President of the Republic, Resolutions of the Cabinet of Ministers, other legal framework and labor statistics in several (Uzbek, Russian, English) languages.

Republican and international scientific and practical conferences are organized and held, where other universities, research organizations, large and small industrial organizations are invited, where the latest scientific and practical achievements obtained by students, undergraduates, doctoral students together with their scientific supervisors and enterprises are announced. The institute has about ten master's and doctoral degrees, which provide an opportunity for university graduates to continue their educational and scientific careers.

The main partners of the institute are "Namangan Paxtasanoat" LLC for cotton processing, "Namangandonmahsulotlari" LLC for processing grain products, "O'zvinosanoat-holding" company for the production of wine products, "Namangan tola tekstil" LLC for the production of textile products, "Namangan karbonam" JSC " chemical industry, LLC "Namangan Mexmash" mechanical engineering industry, LLC "Namimpeks-Tekstil" textile industry, LLC "Kosonsoy Al-Aziz", LLC "Uz-Texs", private enterprise for the production of footwear "Dambog", JSC "Vodiy" , LLC "Kosonsoy to'qimachi", banks "Infinbank", "Asakabank", "Xamkorbank", "Ipak yo'li bank", "Trastbank", "Ipotekabank", "Qishloq-Qurilish bank", "Milliy bank", "Aloqa Bank", as well as "Namangan elektr tarmoqlari" JSC in the field of electricity supply.

Enterprises. Every year, heads of departments in all areas of undergraduate education and graduate specialties collect information from enterprises (employers): 1 – about subjects (sciences) that, in their opinion, are in demand today, and which are less so, 2 – about topics (lectures, practical and laboratory classes) available items. The collected information is used in the development and improvement of the curriculum for a given area of education and specialty, as well as work programs for subjects (sciences). Some items are removed, some are increased or decreased, depending on the recommendations of employers. Also in the curriculum there are selective subjects (elective subjects) of employers, which constitute 5-10% of the total hours of study time for bachelors and 30% for masters. Curricula and study programs are approved by the signature and seal of the heads of the university and leading enterprises (the main employers in this area).

Currently, there is a gradual transition of senior students to the weekly method of education 5+1 (5 days at the institute, 1 day at the corresponding enterprise) and 4+2 (4 days at the institute, 1 day at the corresponding enterprise). Here, teachers spend 4 days conducting classes on the theory of a scientific subject, and 2 days reinforce this topic with practice (laboratory classes), which has a beneficial effect on the quality of the knowledge and skills obtained. It also gives students the opportunity to communicate with experts from enterprises (employers), access to internal information (product volume, technical data sheets of equipment, etc.), have a better idea of their future profession,

adapt to the work environment, meet future colleagues, show their knowledge and skills, etc., which increases the likelihood of further employment of the graduate.

Many enterprises give students (senior students) the opportunity to work part-time and create conditions (flexible schedule depending on the students' study time). Currently, 10-15% of full-time students, 90-100% of part-time and evening students work in their chosen field in relevant enterprises.

Together with employers, an analysis of vacancies at the enterprise is carried out and students are offered to work part-time, depending on mutual interests.

The Ministry of Higher Education announces competitions for Start-Up projects for students, which are fully funded by the ministry. This gives students the opportunity to prove themselves as inventors, entrepreneurs, and project managers, which allows them to start their own business while studying at the institute.

10. Communication plan

NIET will proceed to improving its activities in organizing courses, trainings, conferences, exhibitions, workshops, master classes and other events to involve current stakeholders and attract new ones with the purpose of enhancing employability of its graduates.

Equipping students with entrepreneurial mindset is a new approach suggest by this project. As it includes students of all areas, economic, non-economic, teachers of different fields also have to get trained. To equip academic staff with a skill of teaching students through providing them with entrepreneurial skills trainings can be provided by experts for NIETs teachers on how to use methodologies of providing students with entrepreneurial skills.

Company exhibitions are also held occasionally at the campus. This gives a chance to students to get to know about the companies and their vacancies, and a chance to companies to introduce students with their opportunities, as well as introducing with some students. These events might help early year students also to have initial thoughts of where to work after graduation.

As mentioned in sections earlier, NIET supports the idea of providing students with the opportunity of having longer time at companies during their studies, i.e. in addition to internships, to have lab classes at companies. This will help students to introduce with and adapt to the conditions and environment of the company, to see the connection between their learnings with the production process. And as to employers, the teaching specialist will get to know the students and might play an important role in recommending a candidate to the company, or guiding potential students towards binding their career with the company.

Master classes are also held occasionally at the institute by the initiative departments, where they invite experts from productions to their lessons.

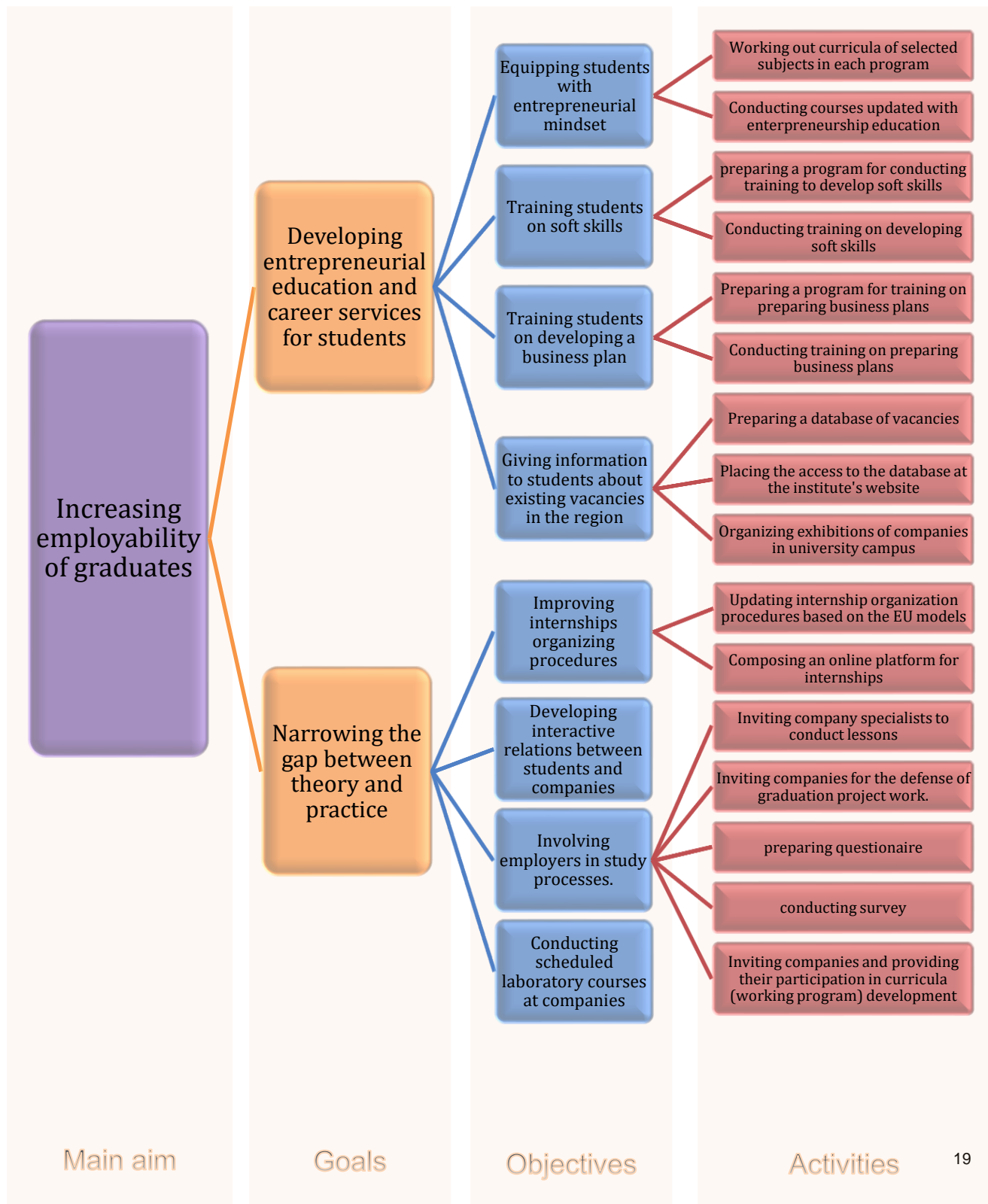
After students graduate, assigned teachers continue contact with them (by telephone, social networks), the main purpose of which is to determine place of work and employment, problems and recommendations for the further development of the next generation of students.

As mentioned in section 9, NIET's heads of departments in all areas of undergraduate education and graduate specialties collect information from enterprises (employers): 1 – about subjects (sciences) that, in their opinion, are in demand today, and which are less so, 2 – about topics (lectures, practical and laboratory classes) available items. The collected information is used in the development and improvement of the curriculum for a given area of education and specialty, as well as work programs for subjects (sciences). Some items are removed, some are increased or decreased, depending on the recommendations of employers. Also in the curriculum there are selective subjects (elective subjects) of employers, which constitute 5-10% of the total hours of study time for bachelors and 30% for masters. Curricula and study programs are approved by the signature and seal of the heads of the university and leading enterprises (the main employers in this area).

Social media of NIET such as telegram, Instagram, facebook is also getting gradually by posting news frequently including vacancies available for graduates, news about alumni career developments, etc.

11. The visualization of Roadmap

Picture 1. Roadmap of NIET on increasing employability of graduates.



Picture 2. NIET's vision on planned career center services

