**REVIEWED**
**at the meeting of the Academic Council of JASU named after B. Osmonov**
**Minutes No. 5**
**31 01 2025**

**APPROVED**
**by the Rector of JASU named after B.Osmonov**
**__________ Usenov K.Zh.**
**31 01 2025**

**JASU Regulation on risks and opportunities**

**1. Purpose and Scope**

1.1. This documented procedure at Jalal-Abad State University (hereinafter referred to as JASU or the University) establishes the procedure and requirements for the process of managing risks and opportunities: their elimination, prevention, or mitigation of their negative impact, taking into account internal and external factors relevant to the strategic development goals of the University and the needs of stakeholders.

Risk-oriented management also addresses the elimination of risk causes to prevent recurrence.

1.2. This procedure is mandatory for all structural divisions of the University during planning and implementation of activity objectives.

1.3. The documented procedure is developed in accordance with GOST ISO 9001-2011, JASU's quality management system (QMS), and the internal audit regulation.

1.4. This document is part of the mandatory QMS documentation at JASU.

**2. Definitions and Terms**

In this documented procedure, the following terms and their definitions are used:

**Risk** – a probable event that may positively or negatively affect the achievement of the university's strategic or current goals in the long term; therefore, a risk can be either positive or negative.

*Note:*

The word "risk" is sometimes used in cases where only negative consequences are possible.

**Risk management** is the set of processes related to the identification and analysis of risks, as well as decision-making aimed at maximizing positive outcomes and minimizing negative consequences of risk events.

**Risk owner** – a person responsible for managing the risk.

**Opportunity** – the ability of an entity to generate an outcome that meets the specified requirements.

**Risk identification** – the process of finding, recognizing, and describing a risk.

***Note:*** Risk identification also includes identifying sources, causes, and their potential consequences.

**Risk passport** – a document containing all available information about a risk.

**Consequences** – the outcome of an event that affects the university's objectives.

*Notes:*

1. A consequence may be definite or indefinite and may have either a positive or negative impact on the objectives.
2. Consequences can be expressed both qualitatively and quantitatively.
3. Initially minor consequences may lead to significant, major outcomes.

**Risk analysis** – the process of understanding a risk and determining its level.

**Risk criteria** – characteristics used to assess the significance of a risk.

**Risk level** – the magnitude of a risk or a combination of risks.

**Risk treatment** – the process of modifying a risk.

### 3. Key Provisions

The purpose of this documented procedure for risk and opportunity management is to ensure the achievement of JASU's strategic objectives by identifying risks and opportunities, determining their level and nature, and timely informing University Management and stakeholders of their existence. This supports the maximization of positive impacts and the minimization/prevention of negative risks, thereby maintaining and enhancing the effectiveness and efficiency of JASU's Quality Management System (QMS) and promoting continuous improvement of university processes.

The risk and opportunity management process includes the following stages:

- Identification, analysis, and assessment of risks, their causes and sources (Risk Passport definition);
- Timely communication to University Management and stakeholders regarding identified risks and opportunities;
- Planning and implementation of relevant actions to maintain or eliminate risks;
- Execution of actions to maintain or eliminate risks;
- Planning and implementation of necessary actions to realize opportunities;
- Analysis of the effectiveness of actions taken to eliminate risks and implement opportunities.

#### 3.1. Identification, Analysis, and Assessment of Risk Level, Causes, and Sources

Risk identification is carried out at all levels of the university in accordance with the processes defined in the Quality Manual. When identifying a risk, the head of the relevant structural unit determines the following information:

- Risk name;
- Risk probability score;
- Causes and sources of the risk;
- Department / unit.

Information on risk identification is recorded in the "Risk Passport" (Annex 1 to this procedure) and/or in the departmental work plans and reports, for example, in Table 3 "Department Work Plan-Report".

Annex 2 to this procedure presents illustrative examples of potential risk factors relevant to the university's operations.

The risk score represents a combination of the likelihood and impact of the risk. Risk assessment shall be conducted at least once per year. The likelihood of a risk is determined using a 5-point scale (Table 1).

Table 1

**Risk probability scale**

| Risk Likelihood Score | Interpretation |
|---|---|
| **1 (Very Low)** | The event is likely to occur no more than once every 5 years. |
| **2 (Low)** | The event is likely to occur once every 4 years. |
| **3 (Medium)** | The event is likely to occur once every 2–3 years. |
| **4 (High)** | The event is likely to occur within the next 2 years. |
| **5 (Very High)** | The event is likely to occur within the next year. |

#### 3.2. Planning required actions to address risks

When planning actions to maintain or mitigate risks, the head of the structural unit shall analyze information regarding the feasibility of maintaining or mitigating the risks and their causes, the timing of these actions, and the necessary resources.

Information on actions aimed at maintaining positive risks or mitigating negative risks and their causes shall be recorded in the "Risk Passport" (Table 2) and/or in departmental work plans and reports, for example, in the Department Work Plan/Report.

Table 2.

**Risk and Opportunity Passport**

Structural unit: ________________________________

Head of unit: ___________________________________

| № | Risk/ Opportunity (Title) | Cause of Risk/ Opportunity | Probability of Risk/ Opportunity Occurrence | Possible Consequences of Risk/ Opportunity | Risk Rating |
|---|---|---|---|---|---|
| 1 | | | | | |
| 2 | | | | | |

Head of unit: ______________________ "__" __________ 20__yr.

*Note*: When filling out the Risk/Opportunity Passport, all identified risks are entered first, followed by opportunities.

Examples of actions to maintain/enhance opportunities or mitigate/reduce risks are determined by the head of unit and the University Academic Council.

**3.3. Implementation of Actions to Mitigate Negative Risks**

The responsibility for implementing actions to mitigate risks within the structural unit lies with the head of the unit and the designated responsible persons identified in the “Risk Passport” (Annex 1) and/or in the department’s work plans and reports, for example, in Table 3 of the Department Work Plan/Report.

These documents shall also include information on the implementation status of the planned actions, reasons for any non-implementation (if applicable), and the proportion of completed actions.

**3.4. Analysis of the Effectiveness of Risk Mitigation Actions**

The head of the structural unit shall conduct an analysis of the effectiveness of the risk mitigation actions during departmental meetings (operational meetings) to develop requirements for subsequent actions and to draw conclusions regarding changes in the university’s activities. Effectiveness indicators of the "Risk Management" process for individual units and the university as a whole are presented in Table 3.

**Table 3.**

**Risk Management Process Effectiveness Indicators**

| Heads of Units / Process Owners | Process Effectiveness Indicators | Unit of Measurement | Effectiveness Criteria | Indicator Value | |
|---|---|---|---|---|---|
| | | | | Value (Previous Year) | Value (Reporting Year) |
| Unit Heads | Implementation of risk mitigation action plan, % | At least 80% | | | |
| Academic Council | Decision of the Academic Council on the process effectiveness | Decision | Process effective / not effective | | |
| Academic Council | Decision of the Academic Council on strategic changes in the University's activities, containing | Decision | Decisions made / not made | | |

| | | | | | |
|---|---|---|---|---|---|
| | requirements for subsequent risk mitigation actions | | | | |

### 3.5. Planning and Implementing Actions to Realize Opportunities

In fulfilling the university's mission, it is necessary to identify not only risks but also opportunities to enhance their positive impact and improve the processes of the QMS.

Opportunities may lead to the adoption of new practices, the launch of new products, the opening of new markets, the acquisition of new customers, the establishment of partnerships, the use of new technologies, and other desirable and feasible developments aimed at addressing the needs of the organization or its stakeholders.

The head of the structural unit shall enter information on the unit's opportunities and the actions for their implementation into the following form developed for this procedure, or into the unit's work plans and reports.

**Table 4.**

**Development Opportunities of the Unit and Actions for Their Implementation**

| No | Opportunity Description | Actions for Opportunity Implementation | Responsible Person (Timeline | Completion Status | Reason for Non-Completion |
|---|---|---|---|---|---|
| | | | | | |
| | | | | | |
| | | | | | |

Examples of opportunities and actions to implement them are given in Table 5.

**Table 5.**

**Examples of development opportunities for JASU and corresponding implementation actions**

| University Development Opportunities | Actions for the Implementation of Opportunities |
|---|---|
| Expanding the range of educational programs implemented at the request of industry organizations. | • Engagement of potential employers in the educational process, consideration of their requirements in the development of educational programs, and involvement in the external evaluation of education quality at the university.<br>• Selection of topics for qualification theses and graduation projects that correspond to industry needs and the current state of science and technology, aimed at improving the quality of the educational process.<br>• Development of legal, regulatory, organizational, and economic mechanisms for effective interaction between the university and HR departments of employer organizations.<br>• Enhancement of dual education through the acquisition of necessary knowledge and skills by students, with the theoretical part delivered at the educational institution and the practical part conducted at the student's workplace.<br>• Internships for university faculty members at enterprises.<br>• Professional development of industry specialists based on modern educational technologies at the university.<br>• Implementation of joint educational projects (in the form of conferences, round tables, seminars, masterclasses, etc.). |

| | |
|---|---|
| | • Execution of final qualification works focused on specific clients from among potential employers in the public or private sector.<br>• Organization of student internships at enterprises within the relevant industry. |
| Promotion of the university brand at the national and international levels | • Development of partnerships with private industrial institutions and state-owned enterprises to enhance the university's training and simulation facilities for joint use with sponsors.<br>• Engagement of industry-specific companies to develop and modernize the university's material, technical, and educational laboratory infrastructure (e.g., YugelElectro KG, schools, banks).<br>• Establishment of partnerships with private companies and/or state-owned enterprises to develop the university's training and production facilities for shared use with sponsors. |

**Increase in university revenue to ensure the funding of core activities and the development of human and research potential.**

Improvement of pricing mechanisms for educational services based on continuous market research and the calculation of cost per student.

Development of a system of benefits and discounts to enhance the attractiveness of contractual relations between the university and students.

Expansion of additional types of activities (such as consulting and research and development), and identification of alternative sources of income (such as leasing).

### 3.6. Monitoring of Risks and Opportunities

Risk monitoring involves controlling the level of risk. This is achieved through the annual updating of information on identified risks, risk management actions, the status of their implementation, as well as by tracking the values of key risk indicators. Such monitoring is conducted during meetings of the Academic Council, operational meetings of the Rector, Vice-Rector for Academic Affairs, and others, based on the indicators developed at the identification and implementation stages.

Opportunity monitoring is carried out to track the implementation of identified opportunities and the results achieved.