

Қазақстан Республикасы Мәдениет және спорт министрлігі		Ministry of Culture and Sports of the Republic of Kazakhstan
«Халықаралық туризм және меймандостық университеті» коммерциялық емес акционерлік қоғамы		Non-Profit Joint-Stock Company «International University of Tourism and Hospitality»

«APPROVED»

**Chairman of the Board – Rector
NJSC "International University of
Tourism and Hospitality»**

_____ M.S. Murzamadiyeva
« 23 » _____ 10 2020



**DEVELOPMENT PROGRAM
of the International University of Tourism and Hospitality
for 2020-2024**

**Approved
at the meeting of the Academic Council
(Minutes No. 2 of « 23 » 10 2020)**

Turkestan, 2020

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1. PASSPORT

Program	Development Program of the International University of Tourism and Hospitality for 2020-2024
Basis for development of the Program	<ol style="list-style-type: none"> 1. The Strategic plan for development of the Republic of Kazakhstan until 2025 of February 15, 2018 No. 636; 2. The Law of the Republic of Kazakhstan of July 27, 2007 "On Education" (as amended and supplemented on January 11, 2020); 3. The State program for development of education and science of the Republic of Kazakhstan for 2020-2025 (approved by the Government of the Republic of Kazakhstan of December 27, 2019 No. 988); 4. The State program for development of the tourism industry of the Republic of Kazakhstan for 2019-2025 (as amended on May 31, 2019); 5. The Strategic plan of the Ministry of Education and Science of the Republic of Kazakhstan for 2020-2024; 6. The Strategic plan of the Ministry of Culture and Sports of the Republic of Kazakhstan for 2020-2024 (as amended in accordance with orders of the Minister of Culture and Sports of the Republic of Kazakhstan No. 110 of May 5, 2020, No. 146 of May 25, 2020); 7. The Law of the Republic of Kazakhstan of February 18, 2011 No. 407-IV "On Science" (as amended and supplemented on October 28, 2019); 8. The State Program "Digital Kazakhstan" of the Republic of Kazakhstan of December 12, 2017 No. 827
Developer of the Program	NJSC "International University of Tourism and Hospitality"
Aim and objectives of the Program	<p><i>Aim</i> is to create a leading innovative practice-oriented university in the Central Asian region, providing training of competitive specialists in demand for the tourism and hospitality industry.</p> <p><i>Objectives:</i></p> <ul style="list-style-type: none"> – providing students and trainees with quality educational services based on national and international standards; – student-centered learning through the introduction of

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	<p>innovative teaching methods and the attraction of highly qualified foreign and domestic specialists in the field of tourism and hospitality;</p> <ul style="list-style-type: none"> – development and implementation of double-degree study programs with leading international universities in the field of tourism and hospitality; – strengthening the University facilities, providing for the creation of high-tech study laboratories with various tourist equipment for the hospitality industry; – development of fundamental and applied scientific research, introduction into production and commercialization of their results; – strengthening the quality management system aimed at improving the level of educational services and research products; – expanding international cooperation with foreign partners in order to implement mutually beneficial scientific, educational and other projects, academic mobility of teachers and students, as well as attracting foreign citizens to study at the University; – promoting harmonious development and creating the necessary conditions to meet both the needs of student youth and members of the teaching staff; – creating a recognizable brand of the University
Duration of the Program	2020-2024
Funding Sources	<ol style="list-style-type: none"> 1. Republican budget; 2. Funds received from the provision of paid educational and other services

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2. MISSION, VISION, STRATEGIC AIMS AND OBJECTIVES

The mission of the International University of Tourism and Hospitality (hereinafter referred to as the University) is to strengthen the intellectual potential of the country by training practice-oriented, competent, socially responsible and competitive specialists for the tourism and hospitality industry, whose activities will make a significant contribution to the socio-economic development of Kazakhstan.

Vision is a leading sectoral university in the Central Asian region, a leader in the training of highly educated, competitive, innovation-oriented specialists for the tourism and hospitality industry, adapted to work in a multicultural environment in accordance with the global trend of integration and globalization of the world economy.

The strategic aim of the University is to create a leading innovative practice-oriented university in the Central Asian region, providing training of highly demanded competitive professional personnel for the tourism and hospitality industry.

To implement its mission and achieve the strategic aim, the University sets itself the following *objectives*:

- providing students and trainees with quality educational services based on national and international standards;
- student-centered learning through the introduction of innovative teaching methods and the attraction of highly qualified foreign and domestic specialists in the field of tourism and hospitality;
- development and implementation of double-degree study programs with leading international universities in the field of tourism and hospitality;
- strengthening the University facilities, providing for the creation of high-tech study laboratories with various tourist equipment for the hospitality industry;
- development of fundamental and applied scientific research, implementation into production and commercialization of their results;
- strengthening the quality management system aimed at improving the level of educational services and research products;
- expanding international cooperation with foreign partners in order to implement mutually beneficial scientific, educational and other projects, academic mobility of teachers and students, as well as attracting foreign citizens to study at the University;
- promoting harmonious development and creating the necessary conditions to meet both the needs of student youth and members of the teaching staff;

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- creating a recognizable brand of the University.

3. ANALYSIS OF THE CURRENT SITUATION AND GLOBAL TRENDS, KEY ISSUES AND RISK MANAGEMENT

3.1 The main parameters for development of the University and the prospects for organization of education, taking into account the current state and long-term aims

NJSC "International University of Tourism and Hospitality" was established on the initiative of the First President of the Republic of Kazakhstan N.A. Nazarbayev and on behalf of the Head of State K.K. Tokayev. NJSC "International University of Tourism and Hospitality" was established by the Decree of the Government of the Republic of Kazakhstan, No. 129 of March 20, 2019, the establishment of the university was enshrined in the State Program for Development of the Tourism Industry of the Republic of Kazakhstan for 2019-2025. The main aim of its creation is clearly prescribed in the Strategic Plan of the Ministry of Culture and Sports of the Republic of Kazakhstan for 2020-2024 and is to "improve the quality and availability of tourism products and services." On May 25, 2020, the Republican State Institution "Committee for Quality Assurance in Education and Science of the Ministry of Education and Science of the Republic of Kazakhstan" issued a state license No. KZ05LAA00018250 to carry out educational activities in the field of services, physical education and sports, and also formed a teaching staff of the university. In order to ensure the activities of the educational institution in Turkestan city, the buildings of the Crafts Center, the Olympic Reserve School, the Boarding School with a dormitory are transferred to it.

In its activities, the University is guided by the Strategic Plan for Development of the Republic of Kazakhstan until 2025 of February 15, 2018 (No. 636), the Law of the Republic of Kazakhstan "On Education", the Law of the Republic of Kazakhstan "On Science", the State Program for Development of Education and Science of the Republic of Kazakhstan for 2020- 2025 (approved by the Decision of the Government of the Republic of Kazakhstan of December 27, 2019 No. 988), the State Program "Digital Kazakhstan" of the Republic of Kazakhstan of December 12, 2017 (No. 827), the State Program for Development of the Tourism Industry of the Republic of Kazakhstan for 2019-2025, the Strategic Plan of the Ministry of Culture and Sports of the Republic of Kazakhstan for 2020-2024, the Strategic Plan of the Ministry of Education and Science of the

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Republic of Kazakhstan for 2020-2024, State Education Standard and other regulatory documents.

The strategic objective of the University is a building the best system of advanced training of specialists in Kazakhstan by providing students with opportunities to choose the level, content, form and duration of study based on unique curricula and academic mobility.

The University is a unique specialized innovative educational institution, the functioning of which is planned on the basis of personality-oriented learning and education of future specialists for the tourism and hospitality industries, closely related to other industries, which increases their importance for the economy.

"The Development Program of the International University of Tourism and Hospitality for 2020-2024" defines the main directions, objectives and key indicators for the development of educational activities of the University, taking into account the peculiarities of the tourism and hospitality industry.

The University in a priority direction plans to develop cooperation with organizations-consumers of scientific developments and employers of graduates at all stages - from joint setting of priority objectives to the introduction of scientific results into practice.

The structure of the University is presented in Appendix A.

3.2 Specialist Training

Specialists are trained in Kazakh and Russian languages according to 6 bachelor's study programs: "6B11101 - Organization of the tourism and hospitality industry", "6B11102 - International and domestic tourism", "6B11103 - Organization of excursion services and individual tours", "6B11104 - Hotel and restaurant business ", "6B11105 - Management of tourist destinations ", "6B01401 - Physical education and sports".

The aim of the learning process at the University is to provide high-quality education that meets domestic and international standards. All educational activities of a higher educational institution are aimed at training specialists who are competitive and adapted to the needs of consumers in the domestic and foreign markets, capable of working in the tourism and hospitality industry, with practical skills and leadership qualities, fluent in several foreign languages.

Important components of the activities of the first specialized University are the implementation of world study standards, practice-oriented and student-centered approaches, as well as attracting students from neighboring countries and beyond in order to train specialists for tourism, hospitality and sports. There is an

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opportunity for students to undergo an internship in leading foreign educational institutions and organizations in the field of tourism, hospitality and sports.

The study programs of the University are formed on the basis of a modular-competence-based approach, which is a concept of organizing the learning process, in which the set of the student's professional competencies acts as the aim of study, and the modular construction of the content and structure of vocational training as a means of achieving it. With this approach, study programs are characterized by the following most important features: competence-based approach, i.e. orientation towards learning outcomes expressed in the form of competencies; modular construction; the volume of the study load, calculated in ECTS credits. Moreover, the competences - modules - credits are closely related to each other and presuppose the obligatory presence of each other.

On September 1, 2020, the University began its first 2020-2021 academic year with a number of 588 students.

In order to ensure continuous education and the implementation of three-level study programs of learning, in the future, the University will introduce study programs for master's and PhD. In addition, it is planned to open a college on the basis of the University, whose educational activities will begin on September 1, 2021.

3.3 Teaching Staff

The formation of the teaching staff (hereinafter - TS) and employees of the University is carried out on a competitive basis, the main criterion of which is the professional experience of specialists who are able to perceive and put into practice new ideas in the field of tourism and hospitality.

The total number of teaching staff is 35 people, of which 29 are full-time employees. The learning process is carried out at the Faculty of Tourism and Sports, which has two departments - "Tourism and Hospitality", "Sports and General Education Disciplines".

The University provides for the implementation of the program of the Ministry of Education and Science of the Republic of Kazakhstan at the invitation of leading foreign scientists. Much attention is paid to the exchange of experience of teaching staff in educational institutions of the near and far abroad, the conclusion and implementation of agreements for joint work in the scientific, educational and tourism spheres.

The professionalism of the teaching staff is one of the main aims aimed at improving the quality of the learning process. Exchange of experience, teaching of young specialists, advanced training, continuity in work are the main objectives of

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ensuring the quality of educational services at the University. Professional development of the teaching staff is carried out at the Center for Competence and Youth Policy (hereinafter referred to as CC&YP), which is a structural unit of the University. This process includes holding various courses, workshops, training seminars, open lectures, thematic round tables and other similar events for students.

Along with this, it is necessary to take into account the innovative potential of the university, which lies in the competence of the teaching staff in research activities aimed at solving the following objectives:

- actualization of scientific activity (the number of publications and their citation in leading journals, referred to the unit of the teaching staff and the unit of time);
- organizational activity in the research area (the amount of scientific grants, contracts, agreements with external customers per unit of the teaching staff and unit of time).

3.4 Research activities

Scientific work at the University is carried out in accordance with the Strategy "Kazakhstan - 2050", the Laws of the Republic of Kazakhstan "On Science", "On Education", "The Strategic Plan for Development and Annual Plans for Research Work", and the priority areas identified by the President of the country K.K. Tokayev.

The research potential of the University is aimed at creating competitive scientific developments, assisting in the implementation of the country's industrial and innovative strategy, improving the quality of higher and postgraduate education through innovation and the introduction of research results and new technologies.

The main requirements for research activities at the University are: relevance, high theoretical level, practical significance, close connection with the learning process, as well as the level of commercialization of scientific developments in order to contribute to the development of the region and the country as a whole.

Scientific research is carried out in close interaction with the learning process in accordance with the approved research plan, individual plans of work of teachers. Scientific research is carried out in close interaction with the learning process in accordance with the approved research plan, individual plans of work of teachers.

In order to actively involve young people in science, the University has established the Student Research Center (hereinafter referred to as SRC), whose

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activities are aimed at creating and developing favorable conditions for the formation of specialists by intensifying the research work of students, their participation in scientific research conducted within the walls of the university; providing an opportunity for each student to realize his/her right to creative personal development in accordance with his/her abilities and needs.

The main objectives of SRC are:

- assistance in improving the level of scientific training of students;
- improving the quality of professional training of young specialists;
- creating conditions for the formation of creative activity;
- assistance to students in independent scientific research and organizational support of their scientific work;
- timely informing students about planned scientific conferences, competitions, exhibitions, etc. events and the opportunity of participating in them;
- carrying out scientific-practical research and scientific-practical activities on the subject of research and development of departments, interdepartmental associations, including in contractual projects.

3.5 International relations

Cooperation with foreign universities is one of the priority directions for development of the University, which opens up new opportunities for it to gain leading positions in the ranking of the best specialized higher educational institutions. This can be achieved only by adopting the experience of the leading centers of science and education. To this end, the University concludes memorandums, contracts and agreements on mutual cooperation with foreign partners. So, for example, in 2019-2020 the University has signed Memorandums of Cooperation with the following foreign universities and research and educational centers in Europe, the Middle East and Southeast Asia:

- "KinderWorld" Educational Group Pegasus, Singapore;
- Taylor University, Malaysia;
- Institute for Cultural Heritage, United Arab Emirates;
- RUDN University, Russian Federation;
- Academy of Tourism Antalya, Turkey;
- Institute of Tourism and Hotel Management, Austria;
- University of Angers, France.

An agreement was reached with UNWTO representatives on signing a Memorandum of Understanding of December 16, 2019.

In 2019, the Silk Road Network Partnership Agreement was signed with the International University of Tourism (Samarkand, Uzbekistan). This network

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partnership agreement assumes interuniversity cooperation, exchange of teachers and students, practices and internships, joint research, development and implementation of joint educational programs within the framework of interuniversity cooperation "2+2", which provides for the issuance of double diplomas operating in the territory of both states. In addition, in order to conduct research within the framework of the "Tourism on the Silk Road" project, it is planned to open the "Silk Road" department at the University.

In order to expand the international exchange of experience and ideas, as well as accelerate the process of integrating the university into the world scientific community, the University plans to hold scientific and practical conferences, seminars (workshops), exhibitions and round tables at various levels.

Within the framework of international cooperation at the University, an International Education Center associated with the UNWTO Academy will be created to develop and implement various training initiatives in the field of tourism in accordance with international standards. The creation of this Center will make it possible to exchange students and teachers, create a research hub, and develop uniform standards for curricula.

3.6 Educational work

Educational work at the University is aimed at forming the student as an integral personality, with a rich spiritual world, culture, citizen and patriot of his/her country. It is coordinated by the vice-rector for educational and social work and carried out by the Central Committee of the Ministry of Education and Science, the dean's office and departments.

The University has formed a Student Parliament, consisting of 19 people, whose activities are aimed at implementing the priority objectives of youth policy:

- education of the student in the spirit of interethnic unity and religious tolerance;
- formation of an active life and civic position, patriotism, pride in their country and people;
- awareness of their historical and cultural origins;
- development of solid foundations of morality and a healthy lifestyle.

In order to strengthen civil society and strengthen the role of the volunteer movement, the Head of State K.K. Tokayev declared 2020 as the Year of the Volunteer. To implement the set objectives, the University formed a Volunteer Club called "Aq niet", whose activities are aimed at involving students in the social life of the University and forming their active social and civic position. 45 people

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joined the ranks of volunteers and took part in the Republican action "Ashyk zhurek".

The next club, represented by 2 teams, was the debate club "Ashyq alan", aimed at developing students' skills in public speaking, analytical thinking, political literacy and correctness when conducting disputes.

On October 16, 2020, the University signed Memorandums of Cooperation in the field of youth policy with the Regional Youth Resource Center and the branch of the National League of Volunteers of the Turkestan Region.

The result was the active participation of the University students in the cleaning of the sacred territories of Oranqai and Qusshy ata within the framework of the ecological action "Birge - taza Qazaqstan".

3.7 Material and technical base

The University has modern resources; their content provides the conditions necessary for the provision of quality educational services. The university is located in 3 educational buildings (Crafts Center, Olympic Reserve School, Boarding School) and dormitories for 290 places, with a total area of 14 314.1 m², including: Crafts Center - 6 193.8 m², Olympic Reserve School - 2,673.3 m², Boarding School - 3,021.4 m², dormitory for 290 places - 2,425.6 m².

It is planned to provide nonresident students with a dormitory, in which there are living sections equipped with a bathroom and a sink, showers, laundries, household rooms with electric stoves, lounges with TVs and computers, as well as with the ability to access the Internet.

At the same time, the Crafts Center provides for the placement of a museum, a library, equipped with all the necessary modern equipment.

There is an educational electronic portal "Platonus", which contains educational-methodical and educational-administrative information for students and teachers.

The information technology system used in tourism consists of a computer reservation system, a teleconferencing system, video systems, computers, information control systems, electronic information systems of airlines, electronic money transfer, telephone networks, mobile communications, etc. At the same time, it should be noted that this system of technologies is deployed not by travel agents, hotels or airlines individually, but by all together. Moreover, the use of information technology by each segment of tourism has implications for all other parts.

In this regard, the University provides for the creation of polygons. With a view to equipping the laboratory with software, it is planned to purchase software

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for hotel management, software for automating restaurants.

Hotel management software: hotel automation using this program will allow not only to organize the efficient functioning of the reservation and accommodation service, but also to successfully manage the activities of other departments, reliably control business processes inside the hotel.

Restaurant automation software is designed to automate catering enterprises of any format, both for small cafes or bars with one checkout station, as well as for multi-hall restaurants and large chains, both for full-service enterprises and for fast-food establishments.

The university will have modern equipment and equipped classrooms.

The financial policy of the University is aimed at continuous improvement of the study process, through the application of the latest software, replenishment of the library fund and supply of the educational environment with the necessary technology and equipment. The university budget is formed taking into account the needs of all study programs for existing and new specialties.

With the view to ensuring the management of the financial resources of the university, an audit and analysis of the financial activities of the University will be regularly conducted. The main procedures for financial management are: accounting in conformity with the accounting policy of the University; weekly control of expenses in the context of budget items and budgets of divisions; control of payment receipt from students in accordance with the Regulation on the payment system for tuition.

The university will improve financial management by introducing new methods and tools in financial management, and conduct an audit.

Today, the financial condition of the University is characterized as stable, sufficient for the educational activities implementation, which will make it possible to effectively and efficiently use the allocated funds and investments.

The proper financial stability level of the University will be achieved by increasing the authorized capital by attracting budget investments and extra-budgetary resources.

3.8 SWOT-analysis of the University's activities

The analysis results of the current situation at the University are as follows:

Strengths:

- *localization in one of the main tourist centers of Kazakhstan - the city of Turkestan;*
- *the presence of a modern campus and a new sports complex;*
- *the presence of a double-diploma form training;*

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- *introduction of dual education;*
- *application of foreign experience and knowledge by involving foreign teachers and practitioners in the study process;*
- *broad cooperation with republican and foreign partners;*
- *the availability of opportunities for continuous professional qualification improvement of teaching staff through the work of the CC&YP;*
- *the presence of the International Cooperation Department and Languages Development, offering programs for teaching foreign languages: English, French, Chinese, Arabic, Spanish;*
- *flexible and affordable pricing policy in the formation of tuition fees for foreign students.*

Weak sides:

- *weak link between education, science and the service sector;*
- *insufficient proficiency level of teaching staff in foreign languages;*
- *absence of foreign students;*
- *the presence of study programs only for bachelor's degree.*

Opportunities:

- *increasing demand for University graduates;*
- *expanding the use of distance learning;*
- *use of foreign experience in improving the University management system;*
- *strengthening the link between the study process and practice in the service sector;*
- *attracting foreign students and teachers;*
- *raising the professional level of the University teaching staff;*
- *the possibility of cooperation with foreign research centers and organizations to develop and implement scientific projects;*
- *integration into the international academic community;*
- *Issue of the International Central Asian Journal "Tourism and Social Sciences";*
- *wide involvement of young people in the important social project's implementation.*

Threats:

- *a decrease in the number of applicants and a low level of their preparedness;*
- *insufficient number of students studying on a paid basis;*
- *the presence of competing universities that train specialists for the tourism industry;*

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- *deterioration of the economic situation due to the pandemic;*
- *situational recruitment.*

3.9 Risk Management

Internal risks affecting the strategic aims achievement	Risk management measures
Presence of study programs only for bachelor's degree	Opening of a master's and PhD at the University in the future
Low level of knowledge among applicants	Popularization of higher education and activation of a career guidance campaign
The small number of multilingual teachers and students	Organization of language courses
Absence of international students	Activation of a career guidance campaign abroad
External risks affecting the strategic aims achievement	Risk management measures
Youth reluctance to learn	Creation of preparatory courses for applicants to the university
Decreased interest in sports among young people	Promotion of healthy lifestyles; Opening of sports sections; Improving sports infrastructure
Lack or a small number of jobs	Training of personnel depending on the market needs; Involvement of employers in the process of training specialists, education integration and the service sector
Financial crisis	Optimization of University expenses; Search for other sources of funding; Providing student benefits for tuition fees
Educational migration of youth abroad	Improving the rules of admission of applicants to the university; Increase in the number of state grants
Deteriorating demographic situation in the country	Intensification of career guidance activities of the University

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4. STRATEGIC DIRECTIONS FOR DEVELOPMENT OF THE UNIVERSITY

4.1 Strategic direction 1. Ensuring high-quality training of competitive specialists

The main strategic direction of the University is the training of competitive personnel for the needs of the Kazakhstani labor market. Supporting the policy of modernization of higher education pursued by the Ministry of Education and Science of the Republic of Kazakhstan, which provides for the profiling of a regional university, the University is working to streamline the list of training areas and study programs, taking into account the specifics of the regions of Kazakhstan and the real need for specific personnel for sectors of the economy. When planning the list of implemented study programs, the University is based on the most complete and reliable information on the number and composition of the labor force required for the implementation of the economic activity of the state. The most popular groups of professions and employment growth by industry in the context of regions and the country as a whole are determined in the mid-term forecast developed by the Ministry of Labor and Social Protection of the Population to determine the need for personnel for 2021-2024.

Monitoring of educational activities is carried out at the University on a regular basis in accordance with the developed criteria and indicators, formed according to the following blocks:

1. The contingent of students;
2. The contingent of teaching staff;
3. Academic mobility;
4. Study programs;
5. Professional development of teaching staff;
6. Positions of the University in the ratings;
7. Employment of graduates.

The aim is to train highly qualified competitive specialists in the domestic and international labor markets through the integration of education, science and innovation.

Objectives:

– ensuring high-quality admission of students to the University, applying new forms of career guidance, cooperation with educational institutions of secondary and vocational education to identify and support talented students, organizing and conducting scientific events, Olympiads and competitions, Open

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Days for students of educational institutions, attracting to the process of passing the internship;

- implementation of joint educational projects with secondary education organizations, contributing to better preparedness of applicants and attracting the most talented youth;

- modernization of the study programs content of higher and postgraduate education in the context of global trends for the preparation of competitive graduates, the development of new and continuous improvement of study programs, taking into account the requirements of employers and based on the program objectives of the Government of the Republic of Kazakhstan, the Ministry of Culture and Sports and the Ministry of Education and Science, including development of trilingual education;

- introduction of practice-oriented study programs for the training of highly qualified specialists for priority spheres of the economy with the involvement of specialists from the industry, attraction of leading domestic and foreign practitioners to conduct classes and workshops;

- improvement of the study process in accordance with modern standards of vocational education, expanding the research/practical component, digitalization of the study process based on a competence-based and personality-oriented approach;

- diversification of educational services provided through the introduction of new educational technologies based on the use of information and communication technologies (ICT), and expanding the target groups of recipients of educational services, including inclusive education and adult education (life-long learning), widespread introduction into the study process online training and MOOCs, including for additional qualifications ("minor"), as well as in the framework of retraining and advanced training programs;

- ensuring the legal education of students to form socio-political, legal literacy, prevention of religious extremism, delinquency among young people;

- an increase in the share of employed graduates.

Expected outcomes:

1. Development and renewal of human resources through continuous professional development, self-development and professional improvement, the introduction of modern educational technologies. An increase in the number of certified teaching staff and teaching practitioners;

2. Implementation of the professional development model of professional retraining that meets the real needs of employers. An increase of employers' satisfaction with the quality of professional training of graduates;

3. Increasing students' satisfaction by building an individual learning trajectory

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and converting study programs of universities around the world, diversifying study programs, digitalizing the study process;

4. Updating and improving study programs based on strengthening fundamental training, combining the educational process and scientific research, using research results in programs; modernization of the educational process of the University, aimed at reaching the level of international research universities;

5. Expansion of the international academic mobility area for students and teachers;

6. International accreditation of all study programs in recognized world agencies;

7. Qualitative and quantitative increase in international double-degree education programs with leading foreign universities;

8. Successful employment of at least 74% of graduates within the first year after graduation from the University.

4.2 Strategic direction 2. Qualitative improvement of the personnel potential and management system of the University

The main aim of the University's personnel policy is to improve the efficiency of personnel management by creating a human resource management system aimed at obtaining maximum efficiency and ensuring leadership in a competitive environment based on economic incentives and social guarantees, and contributing to a harmonious combination of interests of both the employer and the employee. the development of their relationship for the benefit of the University.

The personnel policy strategy is aimed at supporting employees and creating opportunities to develop and succeed, to provide a contribution to the success of the organizational plan. The University has developed a system for assessing the quality of teachers' work, which is based on the following principles: maximum objectivity, coverage of all types of teacher's activities, quantitative assessment of both individual types of work, and a general integral assessment of his/her work throughout the year.

Throughout the academic year, the Department of Legal and Personnel Service, the Department of Organization of the Study Process, together with the Faculty of Tourism and Sports, will monitor the observance of the teaching staff and employees of labor discipline violation (recording of working hours, disruptions of classes), compliance with ethical standards. In case of violation, this issue will be considered by the Disciplinary Council of the University.

Periodically, personnel certification will be carried out to determine the level of professional training, the ability to work in a creative pedagogical team.

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The assessment of the teaching staff will be carried out on the basis of the order of the Ministry of Education and Science of the Republic of Kazakhstan "On approval of the Rules for the competitive replacement of positions of scientific and pedagogical (teaching staff, scientific workers) personnel of higher educational institutions" (No. 230 dated April 23, 2015) in accordance with the rules holding a competition to fill the vacant position of the teaching staff, taking into account the creative specifics of the university.

The planning of teaching work of the teaching staff is carried out by the head of the department within the limits of the teaching load and the allocated staff. The distribution of the teaching load among teachers is carried out taking into account their qualifications. The total workload of a full-time teacher is estimated in credits and depends from the post of the latter taking into account the performance of teaching, methodological, research, organizational and methodological, educational and other types of work within five working days and 40 working hours per week. The management of individual documentation is based on the nomenclature of cases adopted by the University. The timeliness and correctness of individual plans for all sections is controlled by the head of the department.

The availability of motivation for the teaching staff and staff, stimulating the effective achievement of aims, will be achieved by:

1. One of the highest salary levels among universities;
2. A favorable moral and psychological climate;
3. High-quality equipment of the material and technical base;
4. Equipping classrooms for lectures and practical classes with all the necessary equipment;
5. Comfortable and equipped departments for teachers;
6. Convenient geographical location of the University;
7. Opportunities to travel abroad under various programs.

The aim is to improve the professional level of the administrative and managerial staff and the teaching staff of the University.

Objectives:

- development and implementation of advanced training programs in the field of management and education on the basis of the University;
- advanced training of managers and employees of structural units of the university in the field of management;
- advanced training of teaching staff;
- monitoring of the passage of advanced training courses for teaching staff, administrative and managerial personnel (hereinafter - AMP) and educational and support personnel (hereinafter - ESP);

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– development of internal regulations in the field of personnel policy, including qualification requirements, job descriptions and regulations on the structural divisions of the University;

– attending classes to assess teaching quality.

Objectives:

– development and implementation of advanced training programs in the field of management and education on the basis of the University;

– advanced training of managers and employees of structural units of the university in the field of management;

– advanced training of teaching staff;

– monitoring of the passage of advanced training courses for teaching staff, AMP and ESP;

– development of internal regulations in the field of personnel policy, including qualification requirements, job descriptions and regulations on the structural divisions of the University;

– attending classes to assess the teaching quality.

Expected outcomes:

1. Advanced training and competence of teaching staff, AMP and ESP;

2. Increasing the share of certified personnel;

3. Improvement of the quality management system of the university;

4. Improving the education quality;

5. Raising the rating of the University in the education market.

4.3 Strategic direction 3. Improving conditions for the development of research and innovation activities

With a view to developing research and innovation activities, efficient and rational use of the available scientific potential, as well as to ensuring communication between various structures of the region and scientists of the University, four main directions of scientific research have been identified:

1. Sustainable development of tourism in Kazakhstan;

2. Creation and development of hospitality enterprises of a new format on the Kazakh section of the Great Silk Road;

3. Sports pedagogy;

4. Center for Humanitarian Research "Rukhani Zhangyru".

The scientific research results will be used in the study process in the preparation of bachelors, and in the future - undergraduates and PhD students.

It is planned to issue the republican journal "Heralds of IUTH (International University of Tourism and Hospitality)" and the International Central Asian

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Journal "Tourism and Social Sciences", which will highlight the main results of scientific research in the humanities.

The most important stage of the scientific and innovative process, ensuring the relevance and practical feasibility of innovative projects, is the commercialization of scientific developments. The University is developing a phased plan for the implementation of scientific developments of scientists of this educational institution. For this purpose, seminars and round tables are held with the participation of representatives of various organizations.

According to the Plans of international and republican scientific events, it is planned to hold international and republican scientific and practical conferences and round tables annually.

Regular training seminars are planned to increase the publication activity of teaching staff in international indexed editions.


The conducted scientific research will contribute to the implementation of the strategic aims by the University, in accordance with which not only teaching staff, but also students will be involved in the research implementation, which will ensure the competitive specialists training for solving scientific and practical problems based on the integration of education, science and business in the service sector.

The University plans to create an electronic database of scientific papers, within the framework of the implementation of the principles of academic honesty and adherence to the principles of scientific ethics, the university has established a mechanism for the examination of scientific works, written works of scientists, teaching staff and students for preventing the facts of academic fraud, as well as an electronic system for detection of plagiarism.

Aim: Transformation of the University into a modern research innovative university with the effective integration of science, education and innovative production in the service sector.

Objectives:

- expanding the research component in the study process and ensuring the unity of the educational process and scientific research;
- implementation of promising research projects to increase the international recognition of the University, the effectiveness of research work, integration and implementation of the results of scientific activities of the university in the real sector of the economy;
- development of international scientific cooperation with educational institutions and research and production companies of foreign countries;

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- increasing the publication activity of teaching staff in order to enter the international scientific and educational space;
- expanding the system for monitoring and evaluating the scientific research effectiveness;
- bringing the most scientific research results to a commercialized marketable product.

Expected outcomes:

- Formation of a modern research University capable of competing with leading research centers and universities;
- Strengthening the effective scientific infrastructure of the University that meets modern requirements;
- Creation of new technologies, obtaining new knowledge from the implementation of joint projects with international scientific foundations and leading universities of foreign countries;
- Active integration with leading universities in the world to train scientists in the field of high technologies for diversifying the country's economy;
- Creation of a system of scientific and study programs of projects with strategic partners with the involvement of their human, technological and intellectual resources for practice-oriented training of students;
- Enhancing a competitive research and development sector;
- Development of an effective innovation environment that ensures the interaction of the research and development sector with educational, research institutions and private organizations;
- Creation of a research base of the University with the involvement of international and Kazakhstani sources of scientific and technical information;
- Formation of competitiveness of scientific research and integration of the University into the research space.

4.4 Strategic direction 4. Integration of education, science and services

The process of integrating education and the service sector is impossible without the integration of education and science, which implies the mandatory transformation of the University into a research center, in which the results of more scientific research will be directed to practical application and commercialization.

Aim is the development and improvement of the efficiency of scientific research and innovative developments, contribution to the development of system-forming sectors of the economy, science and education.

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Objectives:

- transformation of the University into a modern research innovative university with the effective integration of science, education, innovation and the service sector;

- expanding the research component in the study process and ensuring the unity of the educational process and scientific research;

- implementation of promising research projects to increase the international recognition of the University, the effectiveness of research work, integration and implementation of the University's scientific activities results in the real sector of the economy;

- improvement of activities to create science-intensive scientific and technical products and materials;

- development of international scientific cooperation with educational institutions and research and production companies of foreign countries;

- increasing the publication activity of the University teaching staff to enter the international scientific and educational space;

- expanding the system for monitoring and evaluating the effectiveness of scientific research, the results of which have real practical application and commercialization.

Expected outcomes:

1. Formation of a modern research University capable of competing with leading research centers and universities;

2. Strengthening the effective scientific infrastructure of the University that meets modern requirements;

3. Creation of new technologies, obtaining new knowledge from the implementation of joint projects with international scientific foundations and leading universities of foreign countries;

4. Active integration with the world's leading universities to train scientists in the field of high technologies for diversifying the country's economy;

5. Creation of a system of scientific and study programs of projects with strategic partners with the involvement of their human, technological and intellectual resources for practice-oriented training of students;

6. Enhancing a competitive research and development sector: developing institutions for the use of research results; development of an effective innovation environment that ensures the interaction of the research and development sector with educational, research institutions and private organizations;

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7. Creation of a research-scientific base of the University with the involvement of international and Kazakhstani sources of scientific and technical information;

8. Formation of competitiveness of scientific research and integration of the University into the research space.

4.5 Strategic direction 5. Development of infrastructure and material and technical base

With the change in the location of the University to Turkestan city, according to the letter of the akim of the Turkestan region dated by April 15, 2020 No. 41/3753, it was decided to transfer to the University the existing buildings from the communal property of the akimat of Turkestan city.

According to the Strategic Plan of the Ministry of Culture and Sports of the Republic of Kazakhstan for 2020-2024, approved by order of the Acting Minister of Culture and Sports of the Republic of Kazakhstan dated on December 31, 2019 No. 348 is considering the introduction of measures for the equipping and construction of buildings for the NJSC “International University of Tourism and Hospitality”.

The University plans to create the following training grounds:

- show room - luxury, standard hotels, hostel;
- restaurant - laboratory of national cuisine;
- digital laboratory of hospitality technology (computer labs);
- hotel (13 rooms for 32 beds);
- language center (language classes).

Foreign practitioners (hoteliers, restaurateurs) will be invited to transfer experience to the University. Students will be sent to local internships, foreign (near and far abroad) internships at partner universities of foreign countries with which agreements and contracts have been concluded (Turkey, Singapore, Malaysia, United Arab Emirates, Russian Federation, Uzbekistan). Students of the University are provided with a dormitory.

For the practice-oriented training implementation, the financial and economic justification provides for the purchase of computer equipment and software, which is currently used in travel agencies and the hotel and restaurant business to form a base of laboratories of the university.

The training of students at the University will take place according to the following programs applied in the field of tourism:

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1. Software for restaurant automation.

The system provides restaurateurs with the most up-to-date technologies allowing to increase the speed and quality of service and increase sales. The program is designed for the automation of catering enterprises of any format, both for small cafes or bars with one checkout station, and for multi-hall restaurants and large chains, both for full-service enterprises and for fast food establishments.

2. Hotel management software.

Automation of the hotel with the help of this program will allow not only to organize the effective functioning of the reservation and accommodation service, but also to successfully manage the activities of other departments, reliably control the business processes inside the hotel.

3. Software for booking and selling air tickets for international flights and domestic flights. The system receives and sends data to airlines and airports in real time.

4. Software that enables travel agents to make real-time reservations for a large number of travel service providers. In addition to travel agencies, the software provides end-corporate users and airlines with access to all aspects of the travel industry. The software knows the nuances of the region and the tourism industry, and provides innovative solutions and services to meet all consumer needs.

The workshops area for the study of technology and labor, as well as specialized workshops for differentiated training in areas is 3.75 m² per student (for classrooms and training grounds).

When calculating the required standard area of the University, the number of students will be *6,000 students* by 2024.

Below is the calculation of the required amount of space for teaching students in accordance with the order of the Minister of Health of the Republic of Kazakhstan dated on August 16, 2017 No. 611 "On approval of the Sanitary Rules" Sanitary and Epidemiological Requirements for Education Objects "(hereinafter referred to as the Rules).

Table 1 - Necessary space requirements for the University's activities

Denomination	Amount of Required area (sq.m.)
I. Academic (buildings) block	22 900
Classrooms for students for 6000 seats	13 200
Lecture halls (15 halls of 200 sq.m.)	3 000

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Polygons (sports tourism, hotel business, restaurant business)	3 000
Sports and gym	1 000
Museum	300
Conference hall for 500 seats	1 000
Library, media center	500
University canteen - 400-500 seats	900
II. Administrative block	2 500
For administrative workers and teaching staff (rector, provost, dean, head of department, teachers, accounting, academic department, office-administrator)	1 500
For Research Institute of Tourism (three laboratories with equipment); medical station	1 000
III. Housing block	17 400
Dormitory for students with 2600 places	15 600
Auxiliary rooms for the dormitory commandant and castellan, utility rooms for washing machines and ironing rooms	500
Buffet	100
Total usable area	41 600

When calculating the required standard area of the university, the number of students is taken - 6,000 students. In this regard, the need for classrooms was 13,200 square meters (6000 students * 2.2 square meters = 13,200 square meters).

The need for a dormitory is determined at the rate of 6 square meters per student (2500 students * 6 square meters = 15,000 square meters).

The carrying capacity of the university by 2024 is determined at the number of 6,000 people. At the same time, the Akimat of the city of Turkestan in 2020 will transfer a dormitory for 290 places, and in 2021 a dormitory for 400 places will be provided.

The level of provision of students of the University with places in the dormitory will be 21.5%, which is higher than the indicator of existing universities of the Republic of Kazakhstan.

The Akimat of the city of Turkestan proposed three buildings with an area of 11,888.5 m² for the study process, but this is not enough to educate 6,000 students.

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№	Name	Area (m2)	
		Academic	Housing Block
1	Crafts Center	6 193,8	
2	Boarding school	3 021,4	
3	Dormitory for 290 places		2 425,6
4	School of Olympic Reserve	2 673,3	
	Total:	11 888,5	2 425,6
5	Necessity	15 000,0	
		15 000,0	0,0
	Total:	26 888,5	2 425,6

The activities of the International University of Tourism and Hospitality will give the following *direct results*:

Results	Unit of measure	Indicator value (plan)					
		2020	2021	2022	2023	2024	
1	2	3	4	5	6	7	8
No	Direct result (quantity indicators)						
1	The number of undergraduate students enrolled in study programs in the field of tourism at the expense of state educational grants	People	529	1329	2129	2929	3200
2	Graduation of university students for study programs in the field of tourism	People	-	-	-	-	585

The activities of the International University of Tourism and Hospitality will ensure the achievement of the *following end results*:

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Indicator value (plan)		Indicator value (plan)	Indicator value (plan)				
			2020	2021	2022	2023	2024
№ п/п	Final result (indicators)						
1	Ensuring the share of students studying on a paid basis at the International University of Tourism and Hospitality in the total number of students	%	7	10	12	13	15
2	Employment of University graduates	%					74
3	The share of University graduates in the number of people employed in the tourism industry, determined by the State Program for the Development of the Tourism Industry of the Republic of Kazakhstan for 2019 - 2025	%					1,5

Educational and methodological complexes of all disciplines, which will be available to students in the "Electronic University" system, contain requirements for expected learning outcomes, approximate topics of questions for intermediate and final control.

The university will include:

1. Digital laboratory (IT Laboratory);
2. International Research Center;
3. Restaurant;
4. Laboratory of national cuisine;
5. Hotel;
6. Practical platform

The digital laboratory (IT Laboratory) will have the most advanced equipment and the latest technology available in the industry, as well as wired and wireless Internet access to run software packages, research applications. The expected result of the Laboratory's activities is the formation of a model of a "smart" university (university hotel and restaurant) capable of replicating unique virtual developments created as a result of scientific activities using modern educational technologies.

The International Research Center will carry out research in the field of tourism and hospitality, expanding knowledge through innovation, analysis and collaboration.

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The center provides a wide range of reference and educational, research materials: books, journals, statistical reports and materials of international conferences, as well as well-known international periodicals, an electronic database.

4.6 Strategic direction 6. Financial support of the University

To equip buildings donated by the Akimat of the city of Turkestan (Crafts Center and the Boarding School with a dormitory), it is necessary to send 1,350,831.0 thousand tenge in 2021.

The calculation of the need for equipping the buildings of the University was carried out on the basis of the draft design of the Crafts Center and the technical passport of the Boarding School (dormitory and academic buildings).

To bring the need for space to the standard, it is necessary to construct a new building fully equipped with the necessary equipment in 2021-2022.

Financial and economic justification (FEJ) provides for the acquisition of fixed assets (for audiences, lecture halls, training grounds, dormitories), intangible assets, library stock.

The calculation of the acquisition of the library fund was done in accordance with the order of the Minister of Education and Science of the Republic of Kazakhstan dated on 07.08.2009 No. 374 for 1 student for the entire period of study is equal to 5 Minimum calculated indicators (MCI). For the planned contingent of 3200 students on an educational grant, the amount required for the library fund is 44 448.0 thousand tenge.

Expected outcomes:

The University provides for the creation of a digital laboratory for hospitality technology. To equip it with software, it is envisaged to purchase software for hotel management, software for automating restaurants.

In 2021-2024, it is planned to admit 800 applicants for grants and 700 applicants for paid education annually. The first graduation of students is expected in 2024. The total number of students in the 2024-2025 academic year will be 6,000 students.

The increase in the charter capital of the University will be carried out through the issue of shares and carrying out all the necessary procurement procedures for equipping with fixed and intangible assets.

Budget efficiency is considered in the framework of financial and economic justification of NJSC "IUTH" and from the expected financial support of the University. Budget efficiency refers to the difference between revenues and outflows from the budget. At the same time, budgetary efficiency is considered at the level of the republican and local budgets.

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Receipts

Article 49 of the Budget Code of the Republic of Kazakhstan establishes a list of receipts to the republican budget. Subject to the provisions specified in paragraph 5.3.3. “Taxes and other payments to the budget”, there are no receipts to the republican budget within the framework of the NJSC “IUTH” FEJ.

Article 51 of the Budget Code of the Republic of Kazakhstan establishes a list of revenues to the budget of the city of republican significance, the capital. Subject to the provisions specified in paragraph 5.3.3. “Taxes and other payments to the budget”, within the framework of the NJSC “IUTH” FEJ, the amounts paid to the local budget were accepted: individual income tax, social tax.

Outflows

The outflows from the republican budget include planned budget investments, amounts for financing activities at the stage of formation (2020-2022), as well as financing of training of state employees in the framework of educational activities.

There are no outflows from the local budget.

It is expected that the budgetary effect of the University's activities will be negative for the republican budget, and positive for the local budget.

The negative value of the budget effect for the republican budget is due to the fact that the financing of the University's activities is planned only from the republican budget.

4.7 Strategic direction 7. Improving educational work and social policy

Educational and social policy

Monitoring of educational work, the involvement of young people in the socio-economic development of the country is carried out at the University on a regular basis according to the developed criteria, formed according to the following:

1. Development of student self-government, involvement of students in youth organizations;
2. Development of the debate movement, club activities;
3. Work on the development of volunteering;
4. Development of corporate culture;
5. Social support for students;
6. Achievements

Aim: Carrying out systematic social and educational work at the University, providing conditions for the development and implementation of the personal potential of students, assistance in the formation of a competitive personality.

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Objectives:

- development of the creative, spiritual and physical capabilities of the individual, the formation of solid foundations of morality and a healthy lifestyle, enrichment of the intellect by creating conditions for the development of individuality;

- education of citizenship and patriotism, love for one's Motherland, respect for state symbols, reverence for folk customs and traditions;

- legal education of young people with an active civic position, the formation of needs to participate in the socio-political, economic and cultural life of the republic, a conscious attitude of the individual to his rights and responsibilities;

- familiarizing with the achievements of domestic and world culture, studying the history, customs and traditions of the Kazakh and other peoples, mastering the languages of the peoples of the world;

- participation in the comprehensive implementation of the state youth policy of the Republic of Kazakhstan within the framework of the University;

- instilling in students universal values and principles of citizenship;

- ensuring the optimal necessary social conditions for self-development and life of students;

- increasing social responsibility and corporate culture;

- strengthening the role of student government bodies in the corporate governance of the University.

Expected outcomes:

1. An increase in the number of cognitive, educational activities;

2. Increasing the representation of the University in socially significant events at the city, regional and international levels, as well as the number of prize-winners, laureates of competitions, Olympiads;

3. Development of regulatory, infrastructural, material and technical base for educational work;

4. Stability of the principles and beliefs formed by students in everyday, educational, research, social and work activities;

5. Formation of a positive socio-psychological climate in student groups, the absence of delinquency and asocial behavior;

6. Providing conditions for the formation of students' needs for spiritual and moral, aesthetic, multicultural, intellectual and creative development, physical improvement based on a healthy lifestyle;

7. Creation of optimal socio-cultural and educational conditions for the development of a comprehensively developed personality of a specialist, creatively

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thinking, capable of self-improvement and self-realization, having responsibility and civic consciousness;

8. Strengthening the role of the University as a scientific, methodological and practical center for educating young people, strengthening the positive public image of the University.

Building an anti-corruption culture

The work on the formation of an anti-corruption worldview and zero tolerance for any manifestations of corruption among young people is an important component of the University's activities. It is carried out in the following directions:

1. Formation of corporate culture of students;
2. Development of new approaches and technologies aimed at eradicating unfair practices; the formation of an anti-corruption culture;
3. Formation of a healthy social environment and intolerance to corruption;
4. Education of citizenship and patriotism, love for their homeland;
5. Promotion of the norms of integrity through the creation of the School of Integrity called “Abyroily Bolashak Club”.

Objective: Create an environment that is intolerant of any unfair practices. Formation of corporate culture among students, anti-corruption immunity.

Objectives:

- carrying out various events in order to instill anti-corruption immunity, the idea of rejection of corruption and any unfair practices;
- cultivating and promoting the norms of integrity in the university environment;
- introduction of the Code of Honor of Students, the Code of Corporate Culture of Students;
- education of citizenship and patriotism, love for their homeland;
- conducting a sociological survey among students and compiling an anti-corruption rating of departments.

Expected outcomes:

1. Interaction with the republican project office "Sanaly Urpak";
2. Implementation of projects "Teaching students of integrity and honesty";
3. Carrying out preventive measures within the framework of the activities of the "Abyroily Bolashak Club";
4. Conducting an anti-corruption forum among students;
5. Interaction with the Agency for Civil Service Affairs and other authorized bodies in the formation of zero tolerance for corruption;
6. Increasing the social responsibility of University students.

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4.8 Strategic direction 8. Effective collaboration and enhanced international partnerships

The work on cooperation with foreign organizations and partners is carried out by the Center for International Cooperation and Development of Languages, created on the basis of the University.

Aim: Establishment, development and improvement of international relations for the internationalization of the University's activities and increasing its international authority as a highly professional educational and scientific center. At the same time, it must contribute to the process of formation and development of intercultural professional communicative competence of students.

Objectives:

- coordination of strategy, directions of cooperation with foreign universities, centers and development of programs for cooperation of the University with foreign partners;
- attraction of funds from foreign funds and the establishment of direct partnerships with partner universities for the development of joint programs to improve the qualifications of teaching staff, student training (conferences, research, publication design);
- development of double-degree diploma education and attraction of foreign specialists;
- admission of foreign students in accordance with agreements on international cooperation;
- formation of programs for additional and in-depth study of foreign languages;
- carrying out a set of educational and methodological activities (courses, testing, etc.) aimed at ensuring an increase in the level of language training of students.

Expected outcomes:

1. Increasing the opportunities for internships for students and teachers of the University, participation in international forums, conferences, projects;
2. Conclusion of agreements with leading international universities on the exchange of students, teaching staff, etc;
3. Increase in the number of foreign students, teaching staff and scientists involved in the scientific and educational activities of the University;
4. Increase in the number of agreements with foreign universities on cooperation in the field of academic exchange of scientists and students;
5. Development of academic mobility and double-degree diploma education;

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6. Increasing the qualitative and quantitative contingent of students from far and near abroad, providing the educational and upbringing process with highly qualified personnel;

7. Opening of a language center (English, Turkish, French, Arabic, and Spanish).

4.9 Strategic direction 9. Development of the graduate employment system

Employment of graduates of the University is one of the priority activities of the Center of Competence, created at the University in 2019 and transformed in 2020 into the Center of Competence and Youth Policy.

Center of Competence and Youth Policy is planned to hold such events as Job Fair; Graduate Day (together with the Employment Center of the City of Turkestan; creation of a vacancy bank; monitoring the employment of graduates; concluding contracts for the training of bachelors, specialists, masters with employers; organizing and participating in conferences and round tables on employment of students and graduates; holding master classes aimed at improving the efficiency of employment.

Aim: Maximum employment of the University graduates.

Objectives:

- promoting the employment of graduates in order to saturate the regional labor market with highly qualified personnel with in-demand competencies that meet the needs of the economic development of the region;

- improvement of activities for the conclusion of targeted contracts, contracts with employers for the training of bachelors, specialists, masters, allowing to increase the number of employed graduates;

- activation of cooperation between the University and the Employment Center and the Department of Entrepreneurship of the city of Turkestan, which allows to accelerate the development of partnerships with employers and to form a system for planning the career of graduates;

- improving the mechanism of information exchange "employer - university - student", aimed at accelerating the employment of graduates in accordance with the profile of their competencies and reducing the period of adaptation in the external environment as a result of interaction with employers in the region;

- Studying the opinion of graduates and potential employers about the quality of study programs, as well as constant monitoring of employment and career trajectories of graduates.

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5. WAYS TO ACHIEVE AIMS AND SOLVE OBJECTIVES

The main ways to achieve the aims and objectives of the university are:

1. Improvement and development of the university management system and the quality of education;
2. Systemic modernization of the study process in accordance with the priorities of science and practice;
3. Formation of competitive personnel;
4. Strengthening the scientific potential of the university through the development of research and innovation activities;
5. Integration of education, science and services;
6. Development of infrastructure and introduction of modern information technologies;
7. Development of social structure and youth policy;
8. Entering the world scientific and educational community;
9. Carrying out an image policy.

The consistent solution of the tasks set, the steps taken by the University towards achieving the aims, will lead to the gradual implementation of strategic directions, and therefore to the implementation of the University's Mission - to strengthen the intellectual potential of the country through the training of practice-oriented, competent, socially responsible and competitive specialists for the tourism industry and hospitality, whose activities will make a significant contribution to the political and socio-economic development of Kazakhstan.

6. CREATION OF THE UNIVERSITY BRAND IN THE DOMESTIC AND FOREIGN EDUCATION MARKETS

In the context of modern globalization, branding of higher educational institutions is an integral part of the university development program. The recognition of the University will have a high level in Kazakhstan and in neighboring countries.

Thanks to the establishment of interaction with media representatives, the university will have an extensive partner channel and will be able to launch large streams of positive information about itself and have a positive response in the media space. Partnerships will contribute to the recognition of the university in the international educational space.

The image of the university will be firmly anchored in the education market as a prestigious educational institution with a quality education and a high

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appraisal of its graduates through a set of marketing activities. In particular, the impact on the market through digital tools will allow to the university to process information in a personalized manner using information technology, as well as to recognize the basic needs of the market through their actions on social networks.

The university will form its additional brand as a specialized institution in the field of tourism.

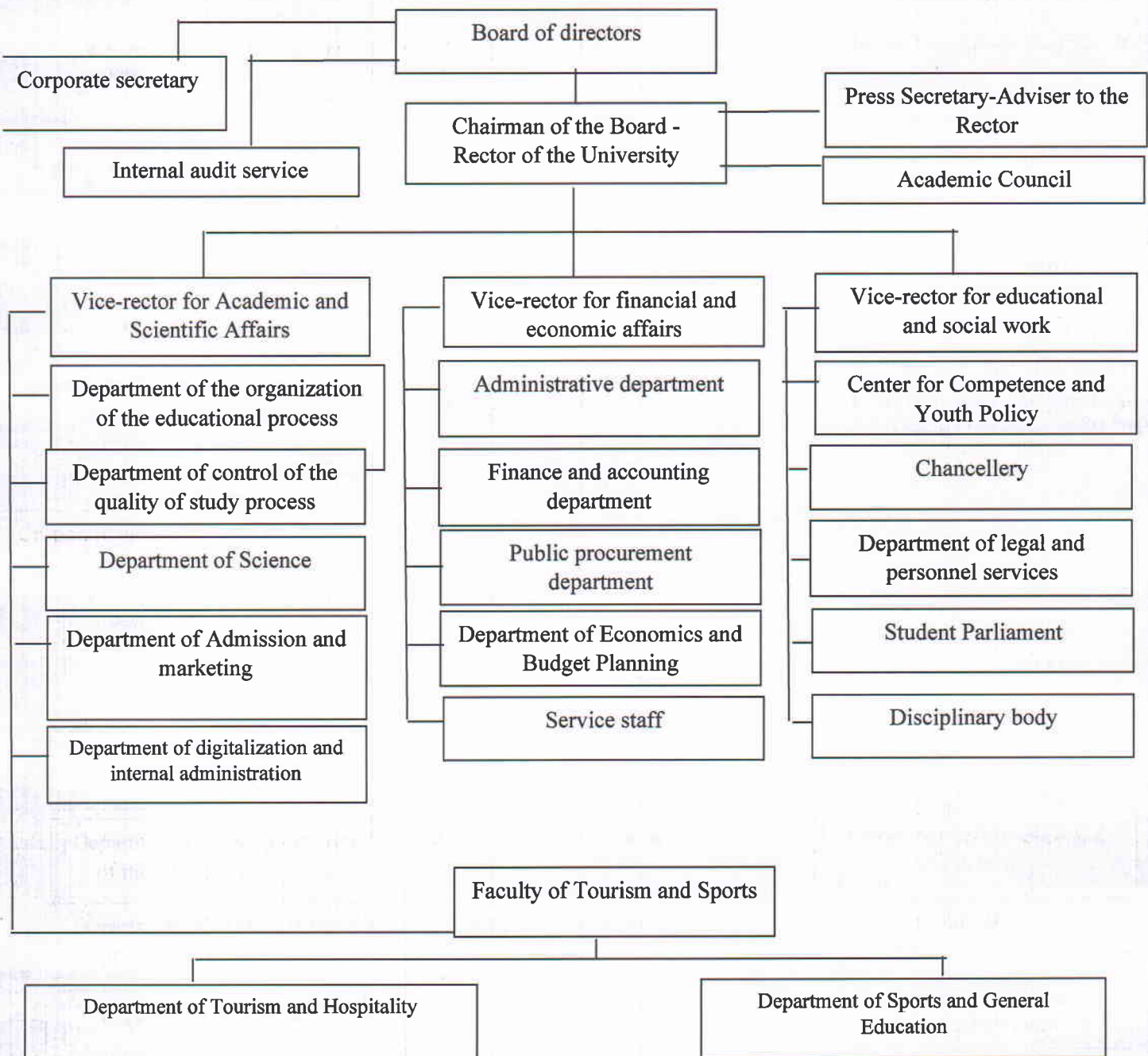
Active work will be carried out to increase the consumer loyalty index, which each time will lead to growth and understanding of the domestic market.

The university will be in demand on the education market in the countries of near and far abroad, which will lead to a constant influx of foreign students.

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Appendix A

“Approved”
By the decision of the Board of Directors
NJSC “International University of Tourism and hospitality”
From 18 august 2020



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Appendix B

Approval sheet

Vice-rector for Academic and Scientific Affairs



A.A. Ivashov

Vice-rector for Financial and Economic Affairs



N.P. Tashimov

Vice-rector for Educational and Social Work



S.Zh. Nurgazinova

Department of Quality Control of the Study Process



I.T. Musalimov