


Қазақстан Республикасы Туризм және спорт министрлігі		Ministry of Tourism 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”
Internationalization Strategy of the NJSC “International University of Tourism and Hospitality” for 2026-2030		Ф-04-01/19
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“APPROVED”

Acting Chairman of the Board – Rector


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“ 31 ” 03 2026



INTERNATIONALIZATION STRATEGY OF THE NJSC “INTERNATIONAL UNIVERSITY OF TOURISM AND HOSPITALITY” FOR 2026-2030

Turkestan, 2026

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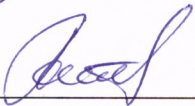
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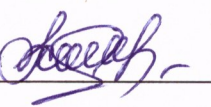
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1. INTRODUCTION

The internationalization of higher education is one of the key instruments for increasing the competitiveness of national education systems, developing human capital, and integrating into the global educational and professional space. In the context of globalization and the transformation of the tourism and hospitality industry, internationalization acquires particular significance, since the industry by its nature is international, mobile, and oriented toward intercultural interaction.

This Internationalization Strategy of the Non-Profit Joint Stock Company “International University of Tourism and Hospitality” (hereinafter – the University) for 2026-2030 has been developed to implement the objectives of the University’s Development Program for 2023-2029, including the systematic and sustainable development of the University’s international activities and ensuring its integration into the global educational, scientific, and professional community.

The Strategy has been developed taking into account the priorities of the state policy of the Republic of Kazakhstan in the field of higher education internationalization, the provisions of the Internationalization Strategy of Higher Education of the Republic of Kazakhstan, and the principles of the Bologna Process.

2. REGULATORY ACTS AND DOCUMENTS


This Regulation has been developed on the basis of the following regulatory documents:

- Law of the Republic of Kazakhstan dated July 27, 2007 No. 319-III “On Education”;
- Order of the Minister of Education and Science of the Republic of Kazakhstan dated April 20, 2011 No. 152 “On Approval of the Rules for Organizing the Educational Process Using the Credit-Based Learning Technology in Higher and (or) Postgraduate Education Institutions”;
- Order of the Acting Minister of Education and Science of the Republic of Kazakhstan dated December 27, 2007 No. 661 “On Approval of the Rules for Organizing International Cooperation Carried Out by Educational Organizations”;
- Academic Policy of the Non-Profit Joint Stock Company “International University of Tourism and Hospitality”;
- Strategy for the Internationalization of Higher Education of the Republic of Kazakhstan (SIHE-RK–2025);
- Development Program of the Non-Profit Joint Stock Company “International University of Tourism and Hospitality” for 2023–2029.

3. MISSION, VISION, AND PRINCIPLES OF INTERNATIONALIZATION

Developing a competitive workforce for the global tourism and hospitality industry is a **key mission of the University** and reflects its role as a national center for training highly qualified professionals capable of working effectively in an environment characterized by intense international competition, mobility, and cross-cultural interaction. The implementation of this mission is carried out through practice-oriented education based on the close integration of academic learning with the real processes of the tourism and hospitality industry, the active introduction of dual education, as well as the systematic internationalization of educational, scientific, and professional activities. This approach ensures that graduates develop not only professional competencies but also flexible skills demanded in the international labor market, including intercultural communication, adaptability, and the ability to work in a multinational environment.

The University’s vision until 2030 is based on the aspiration for institutional strengthening of its position as a recognized national center for training highly qualified professionals in tourism and hospitality in Central Asia. The University views its role as an active participant in the international educational and professional

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community, integrated into global networks of universities, research centers, and industry partners. By 2030, the University aims to expand its presence in the international educational market, develop English-language, joint educational, and double-degree programs, increase international recognition, and strengthen sustainable partnerships with leading foreign educational institutions and industry representatives.


The implementation of the mission and achievement of the strategic vision are based on a system of principles ensuring the integrity and sustainability of internationalization. The University’s activities in this area are carried out in strict accordance with the state policy of the Republic of Kazakhstan and the national priorities for the development of higher education, science, and the tourism industry, which ensures institutional continuity and coherence of strategic decisions. At the same time, special attention is paid to ensuring the quality and sustainability of internationalization processes, their focus on long-term results, and their integration into the core management and development processes of the University.

The practical and industry-oriented focus of internationalization is considered a key competitive advantage of the University and is implemented through the development of dual education, international internships, participation of foreign experts and industry representatives in the educational process, as well as joint projects with international tourism and hospitality organizations. Internationalization also relies on the development of academic mobility and partnerships aimed at exchanging knowledge, experience, and best practices, expanding opportunities for students and faculty, and enhancing the academic and professional reputation of the University at the international level.

An integral element of internationalization is the formation of a multicultural university environment that promotes the development of intercultural dialogue, mutual respect, and global citizenship. The University considers internationalization not only as a tool for increasing competitiveness but also as a factor in forming an open educational space in which cultural diversity, academic freedom, and responsibility to the global community are valued.

The main forms of the University’s internationalization include:

- joint and double-degree programs with foreign partner universities within the educational process;
- implementation of joint research projects;
- development of curricula corresponding to international standards;
- academic mobility of students;
- academic mobility of faculty;
- language programs for foreign students;
- invitation of foreign scholars to deliver lectures;
- implementation of educational programs in a foreign language;
- students, master’s, and doctoral student’s internships;
- faculty member’s internships;
- organization and participation in research activities;
- organization and participation in summer and winter schools (including joint) by students and faculty;
- participation in international and regional educational exhibitions, organizations, funds, and projects (DAAD, Erasmus+, etc.);
- the work of faculty members on international grants;
- expansion of publication activity in foreign journals.

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4. ANALYSIS OF THE CURRENT STATE OF INTERNATIONALIZATION

4.1 Internationalization at the University is at the stage of active formation and institutionalization, reflecting the University's commitment to strengthening its position in the global educational landscape. The main directions of international activities include:

4.1.1 Development of partnerships with foreign educational and professional organizations. The University actively establishes cooperation with universities, research centers, and professional associations around the world, which allows expanding opportunities for academic exchange, joint projects, research and publications, as well as strengthening the University's international image.

4.1.2 Implementation of English-language educational programs. The creation of programs in English is aimed at attracting foreign students, as well as increasing the competencies of local students in the international professional and academic environment. This contributes to the formation of an academic environment corresponding to global education standards.

4.1.3 Integration of dual education and international internships. The University develops programs combining theoretical training and practical experience of foreign countries, which increases the competitiveness of graduates in the international labor market and stimulates the exchange of knowledge and best practices between countries.

4.1.4 Formation of an internationally oriented academic and student environment. Conditions are created for active interaction among students and faculty of different nationalities, the development of international clubs, academic communities, and events, which contributes to cultural openness, multicultural competence, and global thinking.

4.2 The University faces a number of institutional and external challenges characteristic of young and developing educational institutions. Among them are limited resources for international projects, the need to improve the qualifications of academic staff in international pedagogy and administration, as well as competition with more established global players.

4.3 The University needs to develop integrated internationalization strategies, including the improvement of infrastructure, development of human resources, strengthening of international connections, and active promotion of its academic programs on the global stage. This approach will not only increase the prestige of the University but also create a sustainable platform for innovative development, knowledge exchange, and training of specialists capable of working effectively in the international professional and scientific environment.


5. STRATEGIC GOALS AND OBJECTIVES OF INTERNATIONALIZATION (2026-2030)

5.1 The internationalization of the University in the period 2026-2030 is aimed at the systematic strengthening of its position in the international educational space, improving the quality of educational and scientific programs, as well as creating an internationally oriented university environment. The main goal of this strategic direction is the integration of the University into global academic, professional, and scientific networks.

5.1.1 Internationalization of educational programs. The University seeks to expand the list of educational programs in English, develop joint and double-degree programs with foreign universities, and ensure international accreditation of educational programs. The implementation of this goal will increase the international competitiveness of graduates and strengthen the University's academic image.

5.1.2 Development of international partnerships. The University forms a network of strategic foreign partners and develops cooperation with international hotel and tourism networks. Achieving this goal contributes to the expansion of academic and professional connections, the development of joint projects, and the strengthening of the University's international image.

5.1.3 Development of academic mobility. The University aims to increase outgoing and

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incoming mobility of students and faculty, as well as the development of short-term international internships and practical training. This will allow the formation of a globally competent academic community and increase the international attractiveness of educational programs.

5.1.4 Internationalization of scientific and project activities. The University participates in international applied research in the field of tourism, publishes research results in international scientific journals, and engages foreign experts and practitioners in the implementation of joint scientific and educational projects. This goal is aimed at enhancing the scientific potential and integrating the University into the international scientific community.

5.1.5 Formation of an internationally oriented university environment. The University develops support services for foreign students, improves the foreign language proficiency of faculty and staff, and creates a multicultural university environment through student clubs, cultural events, and international academic communities. The implementation of this goal ensures the formation of an open and supportive academic environment and increases the University’s reputation and attractiveness for foreign students and faculty.

6. AMENDMENTS AND ADDITIONS

6.1 Amendments and additions to the Internationalization Strategy are made in accordance with legislative acts, regulatory documents in the field of higher education, and internal university regulations.

6.2 In the event of changes, all existing copies of the Internationalization Strategy that have become invalid at the University must be withdrawn and replaced with new ones.

7. STRATEGY IMPLEMENTATION

The implementation of this Strategy is carried out through the development and execution of a Roadmap, which includes specific activities, timelines, performance indicators, and responsible units.

8. MONITORING AND REPORTING

The University conducts monitoring of the implementation of the Internationalization Strategy and the Roadmap annually.

The results of the Roadmap activities are reflected in the University’s reporting and analytical documents and are used to adjust management decisions.

9. FINAL PROVISIONS

This Internationalization Strategy is approved in the prescribed manner and comes into effect from the moment of approval.

