



# Strategic plan for Internationalization Kazakh University of Economics, Finance and International trade 2019-2024



Co-funded by the  
Erasmus+ Programme  
of the European Union



---

## Content

Mission, Vision and Values .....	3
Strategic areas .....	<b>¡Error! Marcador no definido.</b>
Agents and relationships.....	<b>¡Error! Marcador no definido.</b>
Tasks .....	<b>¡Error! Marcador no definido.</b>

---

## The Mission, the Vision, and the Values

### MISSION

Ensuring academic mobility of students and academic staff, Internationalisation of Education, training qualified specialists necessary for the international business community needs, developing educational and research programs by integration into the international educational system.

### VISION

To be a leader in the development of Internationalisation among private HEIs in the region.

### VALUES

To increase the level of credit mobility of students and staff and internationalisation of education.

To increase the quality of education, improve mutual understanding between different people and cultures, to breed new generation prepared for life and work in the international information community.

To attract new international full-time and exchange students.

---

## The Strategic Areas

1. To increase the quality and quantity of joint and double degree diploma programmes
2. To ensure comfortable conditions for increasing the share of international students and staff, incoming mobility of students and staff and their adaptation.
3. To enhance the university's recognition, including the recognition as a scientific center on the international arena
4. To increase positions in national and international ratings on Internationalisation and International projects activity

---

## Agents and Relationships

### INTERNAL

1. Top managers. Managers Rector, Vice Rector. They play an important role in making strategic and tactical decisions for the development of Internationalisation. Set the direction for development in a particular area.
2. International office. An important agent which is involved in the executive part. Directly carries out actions to increase internationalization. Involved in all actions.
3. WELCOME centre
4. Faculties. Make proposals, carry out actions to increase Internationalisation.
5. Students. Students, student organizations and associations. Consumer. An insufficient level of internationalization can change the student's choice in a negative direction. Student organizations and associations are also able to increase the level of Internationalisation, not only through education, but also through culture, sports and other areas.
6. Departments. Marketing Division, Departments, Planning and Monitoring of Educational Process Department, International Business School, Scientific Research Department, Quality Assurance and Strategic Analysis Department.  
Marketing Division is responsible for the brand of the university, it does a lot of work to increase recognition, disseminate information about the university.  
Departments (Academic staff). Important agent. Establish relationships with partner universities, work to create new joint programmes.  
Planning and Monitoring of Educational Process Department. Assists in the creation of joint educational programs, monitors programs.  
International Business School. Important agent. They carry out training for MBA, DBA specialists, establish partnerships with foreign universities, and are working on the development of joint educational programs.  
Scientific Research Department. Works with foreign universities, centers and publishing houses in the field of scientific research and publications, monitors these actions.  
Quality Assurance and Strategic Analysis Department. Together with the Vice-rector and the International Office monitors Internationalisation activities.
7. Business incubator

---

## EXTERNAL

1. Ministry of Education and Science of Republic of Kazakhstan
2. Embassies
3. JSC «Center for International Programs» “BOLASHAQ”
4. International associations
5. Foreign partners (e.g. HEIs)

---

## RELATIONSHIP OF AGENTS AND TASKS

Strategic areas	Top-managers	International office	Faculties	Students	Departments	Business incubator
<b>1</b>	Medium	Low	High	High	High	Low
<b>2</b>	Medium	High	High	High	High	Medium
<b>3</b>	High	High	High	Low	High	High
<b>4</b>	High	High	Medium	Medium	Medium	Medium

Strategic areas	MES RK	Embassies	BOLASHAQ	Associations	Foreign partners
<b>1</b>	Medium	Medium	Medium	Medium	Medium
<b>2</b>	Medium	Low	High	High	Low
<b>3</b>	Low	Medium	Medium	Medium	High
<b>4</b>	Low	Low	Low	Low	Low

Strategic area 1. To increase the quality and quantity of joint and double degree diploma programmes (Internationalisation of educational programmes)

*Joint and double degree programmes are currently important and key to the development of Internationalisation not only in our university, but also in the republic as a whole. These programs will help integrate existing programs, improve their quality and, as a result, prepare new generation specialists who are in line with constant market changes. These programmes will help to expand ties with partners and strengthen existing relationships, which will allow the university to understand the approach and needs of other countries in training specialists.*

Goal 1.1. Internationalisation of current programmes

Action 1.1.1. To add intercultural knowledge into programmes and syllabuses, to fulfill content of programmes with the assignments and international/intercultural components

Action 1.1.2. To attract foreign guest lecturers

Action 1.1.3. To organize activities with international and local students' involvement on working on joint projects, to use international cases in education

Action 1.1.4. To attract international teachers' assistants (volunteers)

Goal 1.2. Development of new joint educational programmes that meet the turbulent conditions of the Kazakhstan labor market

Action 1.2.1. To develop and to implement joint programmes with current partners from near abroad

Action 1.2.2. To develop and to implement joint programmes with current partners from far abroad

Goal 1.3. To increase the share of courses taught in English

Action 1.3.1. To include courses taught in English on Master and PhD level

Action 1.3.2. To add new courses taught in English on Bachelor level in different programmes

Goal 1.4. To design an integrated program for foreign students



---

Action 1.4.1. To develop integrated programme for international students in the field of academic mobility

Goal 1.5. To expand the range of additional educational services for foreign students

Action 1.5.1. To develop summer school for local and international students

Action 1.5.2. To organize cultural activities for international students during the year

Goal 1.6. To expand cooperation in double degree education

Action 1.7.1. To continue cooperation on double degree diploma

Action 1.7.2. To develop plan for current and new joint and dual degree diplomas programmes promotion

---

Strategic area2. To ensure comfortable conditions for increasing the share of international students and staff, incoming mobility and staff and their adaptation

*Increasing the share of foreign students and teachers will also increase the attractiveness of the university in the international market. It will contribute to faster entry into international rankings, expand intercultural communications. Increasing the share of students and teachers on mobility will also strengthen partnerships and strengthen rankings.*

Goal 2.1. To recruit more international students and academic staff and their adaptation

Action 2.1.1. To design and to develop marketing plan on international students and teachers attracting and its continuous development

Action 2.1.2. To develop plan on international students and academic staff recruitment

Action 2.1.3. To promote Kazakhstani HEI's portal on Internationalisation on local and international levels

Action 2.1.4. To participate in international events (fairs, conferences, exhibitions etc.) on Internationalisation

Action 2.1.5. To develop plan of WELCOME Centre development

Goal 2.2. To increase the share of academic staff teaching in English

Action 2.2.1. To recruit teachers with the TOEFL/IELTS/CAE/TOEIC/BEC

Action 2.2.2. To create conditions for increasing the level of English proficiency among KazUEFIT's teaching staff

Goal 2.3. To participate in state program on attracting international staff with the financial support from state

Action 2.3.1. To apply for governmental program to attract foreign teaching staff with the support of state budget

Goal 2.4. To improve academic mobility indicators

Action 2.4.1. To develop a plan on signing agreements on academic mobility

---

Action 2.4.2. Design and applying to participate in Erasmus+ KA107 programs (annually)

Action 2.4.3. To create comfortable conditions for incoming academic mobility for students and staff

---

Strategic area3. To enhance the university's recognition, including the recognition as a scientific center on the international arena

*This direction is important for the recognition of a university outside the country. This will help expand partnerships, lead to increased performance and improve the status of the institution.*

Goal 3.1. Membership in international association of universities

Action 3.1.1. To enhance international and scientific and teaching contacts of using international experience in modernization of the university

Action 3.1.2. To become a member of a new associations

Goal 3.2. To expand the share of joint scientific researches, publications and projects

Action 3.2.1. To develop a plan of cooperation in the field of science and scientific research on all programmes

Action 3.2.2. To determine pull of potential scientists for cooperation

Goal 3.3. To expand the cooperation in different fields (culture, sport etc.)

Action 3.3.1. To enhance cooperation with current partners and to sign new agreements in the field of culture and sports

Action 3.3.2. Joint participation/organization of cultural and sportive events and activities with partner universities

---

#### Strategic area 4.

#### To increase positions in national and international ratings on Internationalisation and International project activity

*Ratings are an important part of the life of the university. Strengthened positions will contribute to the recognition and interest in the university from the foreign community. Project activities will have a good impact on the internal environment of the university, will make improvements in the internal environment of the university, in the quality assurance system and conducting research. And also all this will allow to establish and strengthen partnerships.*

Goal 4.1. To improve positions in national rankings in terms of Internationalisation and participation in International rankings

Action 4.1.1. To develop an action plan on strengthening positions in the national and international rating on Internationalisation

Action 4.1.2. To prepare documents for QS Ranking (annually)

Goal 4.2. To increase the number of applications in international projects

Action 4.2.1. To apply for at least 3 international projects (annually)

Action 4.2.2. To develop project applications with the participation of students and teaching staff

## ACTION PLAN

**Purpose:** To create a “script” for your improvement effort and support implementation.

**Results/Accomplishments:**

Actions	Steps	Responsibilities	Deadlines	Level of relationship	Result
<b>1. <u>To increase the quality and quantity of joint and double degree diploma programmes (Internationalisation of educational programmes)</u></b>					
<b>Internationalisation of current programmes</b>	<ul style="list-style-type: none"> <li>• To add intercultural knowledge into programmes and syllabuses, to fulfill content of programmes with the assignments and international/intercultural components</li> <li>• To attract foreign guest lecturers</li> <li>• To organize activities with international and local students’ involvement on working on joint projects, to use international cases in education</li> <li>• To attract international teachers’ assistants (volunteers)</li> </ul>	<p>Deans, Heads of Departments, International Business School (IBS)</p> <p>International Cooperation Department (here and after ICD), Faculties, IBS</p> <p>Faculties, ICD</p> <p>ICD, Welcome centres</p>	2019-2024	<p style="text-align: center;">High</p> <p style="text-align: center;">High</p> <p style="text-align: center;">Medium</p> <p style="text-align: center;">High</p>	<p>Each programme will contain international components and intercultural knowledge by the beginning of the 2021-2022 academic year.</p> <p>Annual attraction of one foreign lecturers</p> <p>International and local students will work together on projects. More international cases will be included into educational process and final projects by 2022.</p> <p>Strengthening work and finding suitable foreign teaching assistants (volunteers). At least 2 by 2022</p>
<b>Development of new joint educational programmes that meet the turbulent conditions of the Kazakhstan labor market</b>	<ul style="list-style-type: none"> <li>• To develop and to implement joint programmes with current partners from near abroad</li> </ul>	ICD, Departments, Planning and Monitoring of Educational Process Department (here and after PMEPPD)	2019-2024	Medium	Development of a new joint educational program by the beginning of 2020-2021 academic year

	<ul style="list-style-type: none"> <li>To develop and to implement joint programmes with current partners from far abroad</li> </ul>	ICD, Departments, PMEPPD		Medium	Development of a new joint educational program by the beginning of the 2021-2022 academic year
<b>To increase the share of courses taught in English</b>	<ul style="list-style-type: none"> <li>To include courses taught in English on Master and PhD level</li> </ul>	Faculties, Departments	2019-2024	High	Introduction of new courses taught in English by 2022
	<ul style="list-style-type: none"> <li>To add new courses taught in English on Bachelor level in different programmes</li> </ul>	Faculties, Departments		High	Adding new courses taught in English in 3 programmes by 2020
<b>To design an integrated program for foreign students</b>	To develop integrated programme for international students in the field of academic mobility	ICD, Faculties, Departments, WELCOME centre	2019-2024	Medium	The design of an integrated integrated program for training foreign students on mobility
<b>To expand the range of additional educational services for foreign students</b>	<ul style="list-style-type: none"> <li>To develop summer school for local and international students</li> </ul>	Faculties, Departments	2019-2024	High	The design of summer courses / schools for local and foreign students by 2021
	<ul style="list-style-type: none"> <li>To organize cultural activities for international students during the year</li> </ul>	ICD, WELCOME centre		High	Action plan for foreign students and teachers
<b>To expand cooperation in double degree education</b>	<ul style="list-style-type: none"> <li>To continue cooperation on double degree diploma</li> </ul>	ICD, Departments	2019-2024	Medium	To sign at least 2 new agreements on two-diploma education by 2024
	<ul style="list-style-type: none"> <li>To develop plan for current and new joint and dual degree diplomas programmes promotion</li> </ul>	ICD, Heads of Departments, PMEPPD		Medium	Plan for the creation and promotion of joint programmes with an annual update
<b><u>2. To ensure comfortable conditions for increasing the share of international students and staff, incoming mobility and staff and their adaptation</u></b>					
<b>To recruit more international students and academic staff and their</b>	<ul style="list-style-type: none"> <li>To design and to develop marketing plan on international students and</li> </ul>	Marketing Division, WELCOME centre	2019-2024	Medium	Marketing plan for attracting foreign students and teaching staff for 3 years

<b>adaptation</b>	<p>teachers attracting and its continuous development</p> <ul style="list-style-type: none"> <li>To develop plan on international students and teachers recruitment</li> <li>To promote Kazakhstani HEI's portal on Internationalisation on local and international levels</li> <li>To participate in international events (fairs, conferences, exhibitions etc.) on Internationalisation</li> <li>To develop plan of WELCOME Centre development</li> </ul>	<p>WELCOME centre, Marketing Division, Admission Committee</p> <p>ICD, IBS, Rector</p> <p>WELCOME centre, ICD</p> <p>ICD, WELCOME centre</p>		<p>Medium</p> <p>High</p> <p>High</p> <p>High</p>	<p>An action plan for the recruitment of foreign students and faculty for each year</p> <p>Development plan of the portal of Kazakhstani universities for internationalization. Attracting new universities, promotion.</p> <p>Participation in one international event on internationalization annually</p> <p>WELCOME Center Development Plan for 5 years</p>
<b>To increase the share of academic staff teaching in English</b>	<ul style="list-style-type: none"> <li>To recruit teachers with the TOEFL/IELTS/CAE/TOEIC/BEC</li> <li>To create conditions for increasing the level of English proficiency among KazUEFIT's teaching staff</li> </ul>	<p>HR Department, Departments</p> <p>Rector, ICD</p>	<p>2019-2024</p>	<p>Medium</p> <p>Medium</p>	<p>Action plan to attract teachers with a high level of English</p> <p>Conducting regular courses / paying for English courses for faculty KazUEFIT</p>
<b>To participate in state program on attracting international staff with the financial support from state</b>	<p>To apply for governmental program to attract foreign teaching staff with the support of state budget</p>	<p>ICD</p>	<p>2019-2024</p>		<p>Application for participation in the state program to attract foreign teaching staff at the expense of the state budget</p>
<b>To improve academic mobility indicators</b>	<ul style="list-style-type: none"> <li>To develop a plan on signing agreements on academic mobility</li> <li>Design and applying</li> </ul>	<p>ICD</p> <p>ICD</p>	<p>2019-2024</p>		<p>Increase in the number of agreements on academic mobility of students and faculty</p> <p>Increase in the number of</p>



	<p>to participate in Erasmus+ KA107 programs (annually)</p> <ul style="list-style-type: none"> <li>To create comfortable conditions for incoming academic mobility for students and staff</li> </ul>	<p>Faculties, Admission Committee, ICD, WELCOME centre</p>		<p>Medium</p>	<p>MKM Erasmus + projects</p> <p>Normative documents for improving the conditions of incoming academic mobility of students and faculty</p>
--	--	--	--	---------------	---

### **3. To enhance the university's recognition, including the recognition as a scientific center on the international arena**

<b>Membership in international association of universities</b>	<ul style="list-style-type: none"> <li>To enhance international and scientific and teaching contacts of using international experience in modernization of the university</li> </ul>	<p>Faculties, Departments, Centre for Socioeconomic Research (here and after CSER), Scientific Research Department (here and after SRD), ICD</p>	2019-2024	<p>Medium</p>	<p>Modernization of the university, the acquisition of strategic partners in the field of science</p>
	<ul style="list-style-type: none"> <li>To become a member of a new associations</li> </ul>	<p>ICD, Rector, Vice-Rector for Academic Affairs and Science</p>		<p>Medium</p>	<p>Joining at least 2 new associations by 2024.</p>
<b>To expand the share of joint scientific researches, publications and projects</b>	<ul style="list-style-type: none"> <li>To develop a plan of cooperation in the field of science and scientific research on all programmes</li> </ul>	<p>CSER, SRD, ICD, Faculties, Departments</p>	2019-2024	<p>Medium</p>	<p>Increased research collaboration</p>
	<ul style="list-style-type: none"> <li>To determine pull of potential scientists for cooperation</li> </ul>	<p>SRD, ICD, Departments</p>		<p>Medium</p>	<p>Creating a database of potential partners</p>
<b>To expand the cooperation in different fields (culture, sport etc.)</b>	<ul style="list-style-type: none"> <li>To enhance cooperation with current partners and to sign new agreements in the field of culture and sports</li> </ul>	<p>ICD</p>	2019-2024		<p>Treaties and memoranda in the field of culture and sports</p>
	<ul style="list-style-type: none"> <li>Joint participation/organization of cultural and sportive events and activities with partner universities</li> </ul>	<p>ICD</p>			<p>Participation and organization of events for greater recognition and attractiveness of the university</p>

### **4. To increase positions in national and international ratings on Internationalisation and International project activity**

<p><b>To improve positions in national rankings in terms of Internationalisation and participation in International rankings</b></p>	<ul style="list-style-type: none"> <li>• To develop an action plan on strengthening positions in the national and international rating on Internationalisation</li> <li>• To prepare documents for QS Ranking (annually)</li> </ul>	<p>Vice-Rector for Academic Affairs and Science, ICD</p> <p>Vice-Rector for Academic Affairs and Science, ICD, Quality Assurance and Strategic Analysis Department(QA&amp;SAD)</p>	<p>2019-2024</p>	<p>High</p> <p>Medium</p>	<p>Plan for the development of indicators of internationalization. Position growth in national ratings</p> <p>Annual preparation and submission of documents for participation and promotion in the QS rating</p>
<p><b>To increase the number of applications in international projects</b></p>	<ul style="list-style-type: none"> <li>• To apply for at least 3 international projects (annually)</li> <li>• To develop project applications with the participation of students and teaching staff</li> </ul>	<p>ICD, IBS, SRD</p> <p>Faculties, ICD</p>	<p>2019-2024</p>	<p>Medium</p> <p>Medium</p>	<p>Applications for participation in international projects. At least 2 annually</p> <p>Involvement of teaching staff and students in the process of writing / filing applications for participation in various international projects</p>