

APPROVED

Director of SbTSUE

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INTERNATIONALISATION STRATEGY 2025-2030

***Samarkand branch of Tashkent State University of
Economics (SbTSUE)***

Samarkand - 2025

1. Introduction

Samarkand branch of Tashkent State University of Economics, (hereinafter – SbTSUE), as a regional higher education institution with a strong focus on economics, management, and applied social sciences, recognizes internationalization as a key driver of academic quality, institutional development, and global competitiveness. In line with the national higher education reforms of the Republic of Uzbekistan, the development strategy of SbTSUE, and the priorities of the European Union's Erasmus+ Programme, SbTSUE adopts this Internationalization Strategy for the period 2025-2030.

This Strategy aims to systematize and strengthen international activities, integrate international and intercultural dimensions into education, research, and governance, and position SbTSUE as an active and reliable partner within the European Higher Education Area (EHEA) and beyond. The Strategy builds upon existing institutional documents, current international cooperation practices, and introduces new conceptual approaches aligned with Erasmus+, Bologna Process principles, and international best practices.

This Strategy directly supports Erasmus+ priorities by promoting high-quality mobility, institutional capacity building, inclusion, sustainability, and international cooperation. SbTSUE is committed to acting as a reliable and proactive partner within Erasmus+ projects and to contributing to the modernisation and international integration of higher education in Uzbekistan.

2. Analysis of the Current Situation

2.1 Institutional Context

SbTSUE operates within the academic and regulatory framework of SbTSUE and the Ministry of Higher Education, Science and Innovation of the Republic of Uzbekistan. SbTSUE delivers undergraduate and postgraduate programs in economics, finance, management, accounting, and related fields, with growing demand for international exposure and English-taught education.

2.2 Existing International Activities

At present, internationalization activities include: - Participation in selected Erasmus+ projects (mainly Capacity Building in Higher Education); - Bilateral cooperation agreements with foreign universities; - Limited academic mobility of students and staff; - Engagement of visiting foreign professors on a short-term basis; - Initial steps towards English-taught courses and modules.

2.3 Key Challenges

- Limited institutional capacity for managing large-scale international projects;
- Insufficient number of joint/dual degree programs;
- Low visibility in international rankings and global academic networks;
- Limited inbound mobility of international students and faculty;
- Fragmented approach to curriculum internationalization;
- Insufficient foreign language proficiency among some staff and students.

2.4 Opportunities

- Strong institutional support for internationalization at national level;
- Increasing relevance of economics and business education in Central Asia;
- Erasmus+ and other EU funding instruments;
- Strategic geographical position of Samarkand as an international academic hub;
- Existing academic ties of SbTSUE with European and Asian universities.

3. Strategic Vision and Objectives

By 2030, the SbTSUE aims to become a regionally recognized, internationally connected higher education institution with high-quality internationalized study programs, active academic mobility, strong participation in Erasmus+ and other international projects, and sustainable partnerships with leading foreign universities.

Strategic Objectives

1. To strengthen and diversify international partnerships with foreign higher education institutions and organizations.
2. To expand inbound and outbound academic mobility of students and staff.
3. To improve institutional performance in international rankings and benchmarking systems.
4. To increase the number and quality of joint and double degree programs.
5. To attract international students and foreign academic staff.
6. To internationalize curricula and teaching methods.
7. To enhance institutional capacity for participation in Erasmus+ and other international projects.

4. Strategic Goals and Quantitative Targets (by 2030)

- At least 30 active international cooperation agreements, including 15 strategic partnerships with EU universities;
- 20 joint and double degree programs with foreign universities;

- Minimum 50 inbound international students per year;
- At least 40 outbound and inbound student mobility exchanges annually;
- 5 academic staff mobility exchanges per year;
- Annual organization of *Summer School* and *Spring School* with international participation;
- Participation in at least 10 Erasmus+ projects, including KA1 and KA2 actions;
- Establishment of an International Grants and Projects Support Unit;
- Inclusion in at least one international university ranking or benchmarking system.

5. Strategic Directions and Key Tasks

5.1 Development of International Cooperation

Tasks: - Expand cooperation with EU, Asian, and CIS universities; - Prioritize partnerships aligned with academic strengths of the Branch; - Develop long-term strategic partnerships rather than formal agreements only; - Engage international organizations, research centers, and industry partners.

5.2 Expansion of Academic Mobility

Tasks: - Increase participation in Erasmus+ KA1 mobility programs; - Develop internal mobility regulations aligned with Erasmus Charter for Higher Education (ECHE) principles; - Provide language and intercultural preparation for mobility participants; - Ensure full recognition of credits (ECTS-based approach).

5.3 Improvement of International Rankings and Visibility

Tasks: - Collect and systematize institutional data relevant to rankings; - Improve research output, international publications, and citations; - Enhance English-language website and international communication; - Promote international academic events and conferences.

5.4 Joint and Double Degree Programs

Tasks: - Identify priority disciplines for joint programs; - Harmonize curricula with partner universities; - Ensure compliance with national accreditation requirements; - Promote joint supervision of theses and joint teaching.

5.5 Attraction of International Students and Staff

Tasks: - Develop English-language marketing and admission materials; - Introduce competitive tuition fee policies and scholarships; - Improve student support services

(visa, accommodation, mentoring); - Invite foreign professors for teaching and research stays.

5.6 Curriculum Internationalization

Tasks: - Integrate international learning outcomes into study programs; - Increase use of English as a medium of instruction; - Introduce comparative and global perspectives into curricula; - Promote virtual exchange and blended mobility.

5.7 Strengthening Participation in Erasmus+ and International Projects

Tasks: - Establish an International Projects Office; - Train academic and administrative staff in project development; - Actively participate in Erasmus+ Capacity Building, Mobility, and Jean Monnet actions; - Develop internal co-financing mechanisms for international projects.

6. Implementation Mechanisms

- Creation of a Department of International relations function at branch level;
- Establishment of a Dedicated International Relations and Projects Unit;
- Allocation of annual institutional budget for international activities;
- Capacity-building trainings for staff;
- Internal regulations aligned with Erasmus+ and EHEA standards;
- Digitalization of international cooperation management.

7. Monitoring and Evaluation

Monitoring and evaluation will be conducted on an annual basis through: - Key Performance Indicators (KPIs) aligned with strategic targets; - Annual internationalization reports; - Feedback from students, staff, and international partners; - External evaluation within Erasmus+ projects; - Mid-term review in 2027 and final evaluation in 2030.

Results of monitoring will be used to adjust activities, reallocate resources, and ensure continuous improvement of the internationalization process.

8. Conclusion

This Internationalization Strategy (2025-2030) represents a comprehensive and realistic roadmap for the systematic development of international activities at SbTSUE Samarkand Branch. Its successful implementation will enhance academic quality, global engagement, and institutional sustainability, while ensuring full alignment with Erasmus+ requirements and international higher education standards.