MINISTRY OF HIGHER EDUCATION, SCIENCE AND INNOVATIONS OF THE REPUBLIC OF UZBEKISTAN

INSTITUTE OF SOCIAL AND POLITICAL SCIENCES

NON-STATE HIGHER EDUCATIONAL INSTITUTION

61010100 – TOURISM AND HOSPITALITY
BACHELOR'S FACULTY

5-YEAR STRATEGIC PLAN FOR 2026–2030
FOR DEVELOPING THE EDUCATIONAL PROGRAM AND ENSURING FINANCIAL SUSTAINABILITY

TASHKENT – 2026

I. GENERAL CONTEXT

1.1. Program Description and Relevance

This five-year strategic plan covers the main priority directions, goals, objectives and measures for developing and ensuring the stable operation of the "61010100 – Tourism and Hospitality" bachelor's faculty at the Institute of Social and Political Sciences.

The "Tourism and Hospitality" faculty is aimed at training highly qualified, creative and competitive specialists in the field of tourism management, hotel services, and destination marketing.

Relevance of faculty development:

- Growing demand for qualified management personnel in hotels, resort complexes and travel agencies;
- Shortage of specialists in the field with the growth of international tourism volume in Uzbekistan;
- Necessity of training modern personnel in MICE-tourism, exotic and eco-tourism directions;
- Need for specialists in digital marketing, booking platforms and AI-based tourism services;
- Necessity of professional personnel in forming Uzbekistan's cultural heritage and gastrotourism brand.

1.2. Regulatory and Legal Basis

- Presidential Decree PF-60 of the Republic of Uzbekistan dated January 28, 2022;
- Law of the Republic of Uzbekistan "On Education";
- Presidential Decree PF-5847 of the Republic of Uzbekistan dated October 8, 2019;
- Presidential Resolution on "Digital Uzbekistan-2030" program;
- State program "Visit Uzbekistan" and tourism development strategy;
- Resolution of the Cabinet of Ministers on improving education quality assessment system.

1.3. Alignment with the Institute's Mission

The mission of the Institute of Social and Political Sciences is to train competitive specialists on the basis of a modern scientific-pedagogical approach, national values and international standards, to develop scientific research, and to strengthen social partnership.

Mission Direction	Faculty's Contribution
Quality Education	Training competitive tourism management, hotel services and destination marketing specialists
Innovation and Digitalization	Achieving the Institute's innovation goals through introducing modern technologies and digital educational environment
Social Partnership	Contractual cooperation with employers, state bodies and industrial enterprises

Mission Direction	Faculty's Contribution
International Attractiveness	Participation in joint programs with foreign universities and international scientific events

1.4. Implementation Phases

Phase	Period	Key Tasks
Phase 1	2026–2027 (Foundation)	Building personnel capacity; strengthening material-technical base; updating the curriculum; establishing infrastructure
Phase 2	2028 (Growth)	Increasing student enrollment; improving education quality; expanding cooperation; increasing scientific publications
Phase 3	2029–2030 (Stability)	International recognition of the faculty; achieving financial sustainability; establishing the research center brand

II. EDUCATIONAL PROGRAM MISSION AND STRATEGIC GOALS

2.1. Program Concept

The educational program is practice-oriented and is built on a comprehensive educational model that combines classical theoretical education traditions with modern technologies and field practice.

2.2. Educational Program Mission

Training competitive specialists with modern knowledge, creative thinking and high-level practical skills, thoroughly prepared in the field of tourism management, hotel services, and destination marketing.

2.3. Strategic Goals

No.	Goal	Note
1	**Practice-oriented quality education**	Forming students' professional competencies while ensuring harmony of theory and practice
2	**Modern educational-methodological infrastructure**	Equipping laboratory, media studio and digital resources base
3	**Cooperation with employers**	Establishing effective communication with field organizations and state bodies
4	**Graduate employment**	Ensuring employment of at least 80% of graduates by 2030
5	**International cooperation and attractiveness**	Joint programs with foreign universities; participation in international events
6	**Scientific-research activity**	Researching theoretical and applied problems of the field; implementing innovations

No.	Goal	Note
7	**Financial sustainability**	Strengthening faculty operations through extra-budgetary funds

Faculty slogan: *"Welcoming Guests – Sharing Culture – Sustainable Tourism"*

2.4. Forward Vision

By 2030, the "61010100 – Tourism and Hospitality" faculty will become one of the leading educational programs in Uzbekistan for training specialists in the field of tourism management, hotel services, and destination marketing. A research center will be established on the basis of the faculty, forming an internationally recognized scientific-practical platform.

III. SWOT ANALYSIS

STRENGTHS (S)	WEAKNESSES (W)
• Opportunity to use Uzbekistan's rich cultural and natural tourism resources; • Proximity to major hotels, airlines and travel agencies in Tashkent; • Experience in providing practical education in tourism management; • Unique brand based on national gastronomy, handicraft and cultural heritage.	• Limited integration of professional practice with foreign hotel brands (Marriott, Hilton); • Lack of laboratory for digital marketing and booking platforms; • Weak connections with international UNWTO publications.
OPPORTUNITIES (O)	**THREATS (T)**
• Sharp increase in number of international tourists to Uzbekistan; • Growing demand for tourism personnel within 'Visit Uzbekistan' national brand; • New opportunities in eco-tourism, wellness-tourism and gastrotourism; • Cooperation with international airlines and global booking platforms.	• Intensification of competing tourism programs at other universities; • Decrease in tourism volume due to political and economic instability; • Competition of digital platforms (Airbnb, Booking.com) with travel agencies.

IV. STRATEGIC DIRECTIONS AND MEASURES

Direction 1. EDUCATION QUALITY

Goal: By 2030, form an accredited, internationally compliant, practice-oriented educational program in Tourism and Hospitality; bring graduate employment rate to at least 80%.

No.	Measure	Timeline	Responsible	Expected Result / KPI
1	Update curriculum and syllabuses based on SES with participation of employers	2026 Jan–Feb	Academic Pro-Rector, Dept.	Approved educational program; employer minutes

No.	Measure	Timeline	Responsible	Expected Result / KPI
2	Submit educational program for external expert review and accreditation preparation	2026 Feb–May	AMU	Accreditation documents package
3	Introduce competency-based assessment system (portfolio, practicum, project)	From 2027	AMU	Updated assessment system; satisfaction ≥75%
4	Review educational program with employers every two years	2027, 2029	Dept. Head	Review minutes; recommendations ≥80%
5	Link thesis topics to orders from hotel and tour agency orders	From 2028	Dept. Head	Theses linked to field orders ≥50%
6	Establish graduate employment monitoring system (alumni database)	From 2027	Dept. Head	Employment ≥80%; alumni database ≥100
7	Establish "Tourism Day and Cultural Heritage Festival" as annual tradition	Annual	Dept. Head	Annual event; growing participation

Direction 2. PERSONNEL CAPACITY

Goal: By 2030, bring the share of degree holders among faculty to 70%; recruit experienced field specialists; establish international internship system.

No.	Measure	Timeline	Responsible	Expected Result / KPI
1	Form a staff of 6–8 qualified faculty members	2026 Jan–Mar	HR Dept.	2026–44%, 2027–47%, 2028–50%, 2029–60%, 2030–70%
2	Recruit practitioner specialists from hotels, resorts and tourism agencies	From 2026	Dept. Head	At least 3 persons per year
3	Establish cooperation with relevant academy/association	From 2027	Dept. Head	Partner share ≥20% (2030)
4	Send faculty for internship at foreign universities	From 2027	Intl. Dept.	At least 2 foreign internships per year
5	Direct young researchers to doctoral/PhD programs	2027–2030	Dept., Research	Doctoral students ≥3 by 2030
6	Establish incentive system for Scopus/WoS publications	2027	Dept., Research	WoS/Scopus articles ≥6 by 2030

No.	Measure	Timeline	Responsible	Expected Result / KPI
7	Hold internal grant competitions	From 2027	Research Dept.	1 internal grant per year

Scientific-Research Priority Directions:

- (1) Sustainable and eco-tourism management
- (2) Digital tourism marketing and destination branding
- (3) Cultural heritage and gastrotourism
- (4) MICE-tourism and corporate event management
- (5) Smart tourism technologies and AI-based visitor experience

Direction 3. INFRASTRUCTURE

Goal: By 2028, commission 6 fully equipped specialized classrooms and laboratories; increase the number of internship bases.

No.	Measure	Timeline	Responsible	Expected Result / KPI
1	Equip hotel practice hall, digital tourism laboratory and group study room	2026 Jan–Jun	Director, Facilities	4 specialized classrooms equipped
2	Conclude 5 internship agreements with hotels, tour agencies and cultural organizations	2026 Mar–Apr	Dept. Head	5 agreements; 100% internship coverage
3	Establish "TourismLab" — digital tourism and destination management laboratory	2027	Dept.	Laboratory operational
4	Establish "Cultural Heritage Center" and "Gastrotourism Studio"	2027–2028	Dept.	2 centers operational
5	Establish tourism showcase and educational travel exhibition	2028	Dept.	Permanently operating exhibition
6	Gradually expand specialized classrooms	2027–2029	Dept.	2030–8 classrooms

Direction 4. DIGITALIZATION

Goal: By 2028, fully transition the educational process to a digital environment; complete integration with HEMIS/LMS; introduce a specialized digital platform.

No.	Measure	Timeline	Responsible	Expected Result / KPI
1	Enter all data into HEMIS system	2026	Dept., IT Dept.	100% HEMIS completeness

No.	Measure	Timeline	Responsible	Expected Result / KPI
2	Create electronic courses for each subject via LMS	2026–2027	Dept. faculty	2026–5, 2027–15, 2028–25 courses
3	Create video lectures for the field	2027–2029	Dept. faculty	At least 10 video lectures
4	Integrate booking platforms, digital marketing tools and tourism analytics into educational process	2027–2028	Dept., IT Dept.	"TourismLab" digital platform launched
5	Provide Wi-Fi coverage in all classrooms	2027	Facilities, IT Dept.	100% Wi-Fi coverage
6	Improve faculty digital competencies	From 2027	Dept.	1 course per year; all faculty covered

Direction 5. INTERNATIONAL COOPERATION

Goal: By 2030, establish at least 1 joint educational program with a foreign university; actively participate in 2 international events per year; bring the number of foreign faculty and students to 5.

No.	Measure	Timeline	Responsible	Expected Result / KPI
1	Conclude memoranda with foreign universities (Les Roches, EDHEC, IMI, Ajou)	2026–2027	Intl. Dept.	At least 2 memoranda signed
2	Participate in international tourism and hospitality conferences (UNWTO, ITB) and publish articles	2028–2030	Dept. Head	At least 2 participations per year
3	Develop joint educational program	2028–2030	Intl. Dept.	At least 1 joint program
4	Involve visiting professors from abroad	From 2028	Dean	2 per year; ≥5 by 2030
5	Cooperation within framework of relevant international programs	2029–2030	Dept. Head, Research Dept.	At least 1 international project
6	Create 2 courses in English (or other foreign language)	2029	Dept. Head	At least 2 foreign-language course programs
7	Organize annual "International Tourism Plein Air and Study Tour" event	2029–2030	Dept. Head, Intl. Dept.	Annual event held

Direction 6. FINANCIAL SUSTAINABILITY

Goal: By 2030, bring extra-budgetary annual income to at least 100 mln soum; diversify funding sources across 7 directions.

No.	Measure	Timeline	Responsible	Expected Result / KPI
1	Expand contract-based education	2027–2030	Dean	2027–50, 2028–75, 2029–100, 2030–100 students
2	Order-based tourism consulting and destination marketing services	From 2027	Dept. Head	≥20 mln soum per year
3	Tourism management and hospitality courses for adults	From 2028	Dept. Head	2 courses per year; ≥15 mln soum
4	Public travel and cultural heritage master classes	From 2027	Dept. Head	8 events per year; ≥10 mln soum
5	Submit applications for state and international grants	2027–2029	Dept. Head, Research	2 grants; ≥30 mln soum
6	Educational tourism packages and study tours	2028–2029	Dept. Head	5–10 events per year; ≥10 mln soum
7	Attract sponsorship: relevant organizations and foreign foundations	From 2027	Rector, Dept. Head	≥2 sponsorship agreements per year

V. TARGET INDICATORS (KPIs) — 2026–2030

Indicator	2026	2027	2028	2029	2030
DIRECTION 1 – EDUCATION QUALITY					
1.1 Number of students (bachelor's)	25	50	75	100	100
1.2 Graduate employment rate, %	–	–	–	70	80
1.3 Employer satisfaction rate, %	70	75	80	85	90
1.4 Student satisfaction rate, %	65	70	75	80	85
1.5 Share of practice-oriented education, %	30	35	40	45	50
DIRECTION 2 – PERSONNEL CAPACITY					
2.1 Share of academic degree holders among faculty, %	44	47	50	60	70
2.2 Number of field specialists (among faculty)	6	8	10	12	15
2.3 Industry practitioners recruited	3	4	5	6	8
2.4 Number of WoS/Scopus articles	0	1	2	4	6

Indicator	2026	2027	2028	2029	2030
2.5 Number of textbooks and manuals (total)	3	6	10	14	18
DIRECTION 3 – INFRASTRUCTURE					
3.1 Number of specially equipped classrooms	4	5	6	7	8
3.2 Number of internship bases	5	5	6	7	8
3.3 Student internship coverage, %	100	100	100	100	100
DIRECTION 4 – DIGITALIZATION					
4.1 Number of e-courses in LMS	5	15	25	30	35
4.2 Number of video lectures	0	2	6	10	12
4.3 HEMIS completeness, %	100	100	100	100	100
DIRECTION 5 – INTERNATIONAL COOPERATION					
5.1 Number of international cooperation agreements	0	2	3	4	5
5.2 Number of foreign faculty members and students	0	1	2	3	5
5.3 Participation in international exhibitions/symposiums	1	2	4	6	8
DIRECTION 6 – FINANCIAL SUSTAINABILITY					
6.1 Extra-budgetary income, mln soum	10	30	50	70	100
6.2 Number of funding sources	3	4	5	6	7
6.3 Grant project wins (total)	0	0	1	2	3

VI. RISK ANALYSIS AND CONTINGENCY MEASURES

No.	Risk Type	Probability	Impact	Trigger Condition	Mitigation Measure
1	Tourism volume decrease due to external shocks	Medium	High	If political/economic instability	Develop domestic tourism; diversify service directions
2	Competition from digital platforms	Medium	Medium	If Airbnb/Booking.com dominates	Strengthen hospitality management and soft skills advantage
3	Graduate employment difficulties	Low	High	If hotel market slows	Maintain constant contact with employers; career center

No.	Risk Type	Probability	Impact	Trigger Condition	Mitigation Measure
4	Growing competition	Low	Medium	If other HEIs open same faculty	Improve quality; cultural heritage and gastrotourism uniqueness
5	Financial instability	Medium	High	If budget cut	Tourism services; educational tours; grants

VII. BUDGET AND FINANCIAL PLAN (estimated, mln soum)

Expenditure Items	2026	2027	2028	2029	2030
Material-technical base (equipment)	150	100	80	50	50
Educational-methodological support	30	25	20	20	20
Staff professional development	20	25	30	30	35
Scientific research and innovation	15	20	30	40	50
International cooperation	10	15	25	30	35
Digitalization	10	15	20	20	20
Events and festivals	10	15	20	20	25
TOTAL	**245**	**215**	**205**	**210**	**235**

VIII. STRATEGIC PLAN MONITORING AND UPDATE SYSTEM

8.1. Monitoring System Structure (5 Levels)

Monitoring Type	Frequency	Responsible	Tool	Document Form
Current monitoring	Monthly	Department Head	KPI table control	Monthly report sheet
Interim evaluation	Every 6 months	Dept. Council	KPI analysis, SWOT update	Council minutes
Annual analysis	Every Dec.	Dept. Head / Dean	Full report, KPI finalization	Annual report + Action Plan
Employer review	Every 2 years	Dept. Head + employers	Focus groups, surveys	Review minutes + recommendations
Full update	Every 5 years	Dept. + AMU	Comprehensive internal evaluation	New strategic plan

8.2. KPI Achievement Assessment Scale

Achievement Level	Threshold	Grade	Action to be Taken
Target fully achieved	≥ 90%	A — Successful	Raise target for next year
Partially achieved	70–89%	B — Satisfactory	Develop Action Plan; correct within 3 months
Not achieved	< 70%	C — Unsatisfactory	Amend strategic plan; council resolution

8.3. Procedure for Amending the Strategic Plan — 6 Steps

Step	Description	Responsible	Timeline	Document
1	Identification of deficiency during interim monitoring	Dept. Head	May/Nov.	Monitoring report
2	Justification of need for amendment and preparation of proposal	Dept. Council	10 work days	Justification letter
3	Discussion and decision at department council meeting	Dept. Council (meeting)	15 work days	Council minutes
4	Amendment agreed with Academic-Methodological Unit	AMU Head	5 work days	Agreement note
5	Updated plan approved by Dean/Director	Rector/Dean	3 work days	Approval order
6	Updated plan announced to stakeholders	Dept. Head	5 days after approval	Announcement (website, board)

IX. EXPECTED RESULTS FROM STRATEGY IMPLEMENTATION

9.1. Education Quality

- By 2030, accredited program meeting international standards formed;
- Graduates competitive as tourism management, hotel service and destination branding specialists; employment ≥80%;
- Each graduate with solid practical skills and customer service competencies.

9.2. Scientific-Research Activity

- At least 6 scientific articles published in WoS and Scopus-indexed journals;
- At least 5 monographs and textbooks published;

- At least 3 intellectual property objects (patents, certificates) obtained;
- Research center formed as internationally recognized platform.

9.3. International Cooperation

- At least 1 joint educational program established with a foreign university;
- Number of foreign faculty members and students reaches at least 5;
- Regular participation in international symposiums ensured;
- The "International Tourism Plein Air" practice will be organized on a traditional basis.

9.4. Financial Sustainability

- 3 scientific-creative centers and laboratories operate stably on the basis of the faculty;

Extra-budgetary income reaches at least 100 mln soum per year.

- Funding sources diversified across 7 directions.
- Extra-budgetary income reaches at least 100 mln soum per year.

Academic Activities
Pro-Rector for Research: **N.A. Beketov**