

WESTMINSTER INTERNATIONAL
UNIVERSITY IN TASHKENT

DEVELOPMENT STRATEGY 2025-2035



WESTMINSTER
International University in Tashkent

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WELCOMING ADDRESS OF RECTOR

Dear Friends!



It is with great pride and pleasure we present you Westminster International University in Tashkent (WIUT) Development Strategic Plan for 2025-2035. As we celebrate the 23rd year anniversary of WIUT establishment, we reflect on our journey and proudly say that our University has grown in remarkable ways. Since 2002, WIUT has evolved from the first International University in Central Asia with just 120 students to the leading university in the country with a strong reputation and lasting impact. Today, thousands of students and their families fully trust us their academic and professional journey. This growth would not have been possible without being accompanied by significant investments in human capital, academic portfolio, research capabilities, and state-of-the-art facilities.

Today, our alumni make significant contribution to the socio-economic development of our country within and beyond its boundaries. They lead various sectors in Uzbekistan and around the world. While some of them are employed by leading companies around the globe, others run very successful businesses. These achievements of our graduates, perhaps, is the best testament of our shared vision of excellence in education, research, and contribution to the society as well as the hard work and commitment by our faculty and staff members, as well as continuous support from government and other partners.

Looking ahead, we are poised to continue this trajectory of growth and development. Our strategic priorities for the next 10 years are focused on expanding our global reach and strengthening internationalisation, fostering close integration between education, research, and industry. We are committed to transforming ourselves and our students to ensure that we all are well-equipped to thrive in a rapidly changing world as well as to adopting technology-driven solutions that lead to meaningful and sustainable contributions to address contemporary

challenges the world is facing with. As we continue to grow, I am confident that our collective efforts will position our University as a leading hub for education, research, and industry engagement, attracting the best talent from Uzbekistan and beyond to nurture ethical changemakers and responsible leaders for tomorrow.

Finally, I would like to use this opportunity to thank the entire WIUT community for the continued dedication and contribution to our shared vision. As we present this document, we recognise this is a small reflection of great ambitions we aim to achieve in perspective. Together, with our strong culture and commitment to excellence we will shape a bright and impactful future for our University. We are ready!

Komiljon Karimov
Rector

Over the past two decades, WIUT has grown into one of the leading universities in Central Asia. The University currently provides wide range of internationally recognised programmes at undergraduate and postgraduate levels, that are carefully designed and validated in partnership with the University of Westminster (London) to meet the up-to-date needs of the industry and academia. With a strong research capacity, the University offers doctoral education programmes to support further advancements in scientific knowledge, innovation, and the development of solutions to global challenges.

WIUT has become a vibrant academic community, attracting students with diverse backgrounds and

faculty from different corners of the world. Today, WIUT students are taught by an international team of faculty with very broad and in-depth academic experience, using a contemporary methods of student-centred learning methodologies. WIUT faculty members come from or have earned their terminal degrees from leading universities across North America, Europe, Asia, and beyond.

Currently, WIUT scholars together with students engage in research projects resulting in publication of papers in prestigious journals worldwide. With a strong independent voice, today, WIUT is the choice of many organizations when they need quality analysis and consultancy expertise.

The research centres and clusters of the University bring together researchers to ask new questions and undertake collaborative and interdisciplinary research responding to the demands of the government, the private sector, and civil society.

Moreover, being the formal member of the UN in Uzbekistan, the first Sustainable Development Solutions Network member in Uzbekistan, and the host of many Sustainable Development Goals (SDG) instantiates, WIUT is one of the leading sustainability advocates in the region. Every student, faculty and staff member at WIUT plays a role in furthering this commitment and embeds SDGs across our operations, teaching, research, and knowledge exchange.



MISSION, VISION, VALUES, AND GOALS

OUR MISSION



To lead transformative education and academic excellence, foster partnerships and collaborations, and advance knowledge and skills for positive societal impact and sustainability.

OUR VISION



To be Central Asia's leading university for knowledge generation, technology-driven and sustainable solutions, and educating responsible leaders.

OUR VALUES



WIUT culture is centred around four core values – Respect, Integrity, Diversity, and Excellence where:

Respect

Respect symbolises fostering an environment where all individuals are treated with dignity, kindness, and understanding, valuing diverse perspectives and promoting positive interactions.

Integrity

Integrity represents upholding honesty, transparency, and ethical behaviour in all actions, ensuring accountability and trust within the University community.

Diversity

Diversity characterises welcoming a wide range of backgrounds, experiences, and perspectives and enriching the learning environment.

Excellence

Excellence signifies a strive for continuous improvement, setting high standards in academic, research, and community engagement to achieve outstanding results and impact.

OUR PILLARS



WIUT firmly stands on its four pillars that is best talent, institutional resources, well-established governance mechanisms, and strong regional reputation to fulfil its commitments toward the Vision and the Mission as described in here.

Best Talent

Collective efforts in attracting, retaining, and developing outstanding faculty and students who are committed to academic excellence, innovation, and impactful contributions to their fields.

Resources and Support

Ensuring access to advanced facilities, funding, and support services that enable both faculty and students to thrive in research, learning, and personal development.

Established Governance

Well-developed clear, transparent policies and efficient systems to ensure accountability, effective decision-making, and seamless operations across the University.

Strong Reputation

Capitalization on the University reputation for its academic excellence, social leadership, strong community engagement, impactful research, to foster positive relationships with stakeholders and to build recognition across various sectors both nationally and regionally.

OUR STRATEGIC INSTITUTIONAL DIRECTIONS



The WIUT Development Strategic Plan identifies four institutional directions - Stimulating Internationalisation, Fostering Industry-Education-Research Collaboration, Adopting Technology, and Promoting Sustainability.

These strategic directions outline collective inputs governing range of University's domains such as partnerships and collaboration, teaching and learning, research, students and staff experience, and infrastructure development.

Stimulating Internationalisation

The Internationalisation strategy seeks to enhance the diversity of student and faculty profiles by expanding engagement across regional and international domains, fostering academic exchanges, and establishing partnerships with globally recognised research institutions and professional accreditation bodies.

Fostering Industry-Education-Research Helix

The Industry-Education-Research Collaboration initiative aims to diversify the University's resource base through consultancy, capacity building, industry investments, joint ventures, and the commercialisation of innovative solutions, while embedding real-world case studies into teaching and research frameworks.

Adopting Technology

The University's Technology-Driven Approach prioritises the integration of advanced tools and systems to optimise learning, streamline services, and personalise the academic experience, alongside the development of a sustainable, interconnected campus that leverages emerging technologies for energy efficiency, security, and innovation in business transformation.

Promoting Sustainability

The University's commitment to Sustainability is embedded in its teaching, research, and infrastructural initiatives, aligned with the United Nations Sustainable Development Goals to enhance its contributions to social, environmental, and economic outcomes.

The WIUT Development Strategy guides the University administration, faculty members and staff, University partners, student and applicant parents, and other stakeholders on the University's mission, vision and goals for the next ten years (2025 - 2035). The strategy enables the University to adapt to the dynamic nature of the education sector around the globe. It offers flexible options, solutions to potential threats, and opportunities to grow and develop further.

Strategic Objectives

The WIUT Development Strategy serves as a comprehensive framework for University leadership, faculty, staff, partners, students, prospective applicants, and other stakeholders, outlining the institution's mission, vision, and objectives for the decade ahead (2025-2035). This strategy equips the university to navigate the evolving landscape of global higher education, providing adaptive solutions to emerging challenges and capitalizing on opportunities for continued growth and advancement. The strategy encompasses six strategic objectives. Each objective includes core directions and specific goals. The goals could be interconnected between the objectives considering resource allocation and interdepartmental cooperation. However, they aim to align with and meet the strategy vision and mission.

PARTNERSHIP

Strategic Objective 1: Partnership

The key element of our strategy is to strengthen and expand partnerships with universities, research institutions, communities, companies and organizations across Uzbekistan and internationally. Our goal is to create opportunities for our students to excel both during their university experience and beyond, while also providing organizations with access to our education, lifelong learning programmes, research, and state-of-the-art facilities.

1.1 Strengthening Partnerships

- Strengthen existing collaborations and expand partnership portfolio with university communities, industries, and organizations in domestic and international domains.
- Improve partnership governance through quality evaluation of partnerships, managing partnership portfolios, and adopting best practices in partnership governance.
- Strengthen strategic partnership with the University of Westminster in London.

1.2 Community and Industry Engagement

- Target partnerships in key sectors to enhance student work placement, research relevance, and industry engagement.
- Engage partners in curriculum development, research initiatives, and collaborative projects.
- Strengthen collaboration with local government bodies and communities to impact society positively.
- Secure external funding resources to foster research and education activities.

1.3 Quality Assurance and Accreditation

- Align academic and executive education programmes with international standards by obtaining accreditation from professional accreditation bodies.
- Engage alumni as ambassadors for partnerships and collaboration opportunities.

1.4 Innovation and Future Readiness

- Use digital tools and platforms to enable virtual exchanges, workshops, and global engagement.
- Incorporate innovative technologies to enhance collaboration with international partners.
- Foster relationships with institutions leading in cutting-edge research and development.
- Establish the University as a hub for higher education and research in the region.
- Build signature programmes that enhance institutional visibility and credibility globally.

TEACHING AND LEARNING

Strategic Objective 2: Teaching and Learning

At WIUT we aim to equip learners for the dynamics and customs of the contemporary business world and prepare leaders in the regional and global marketplace. Our teaching and learning strategy is aligned with a mission to develop ethical citizens, entrepreneurial business leaders and impactful professionals capable of producing sustainable solutions. With an unrivalled reputation in Uzbekistan and one of the best in Central Asia, the WIUT is dedicated to being the leading knowledge hub with country relevance and regional influence by providing a continuously improving learning experience that meets the needs of the industry and creates value for the society.

2.1 Continuous improvement of student learning experience

Integrating Experiential Learning

- Every course is to set tailored experiential learning goals that align with disciplinary needs. Customised experiential learning objectives are developed for each course, reflecting the specific skills and industry needs relevant to each discipline. This results in programmes that are closely aligned with career pathways and enhancing students' capabilities.
- Experiential learning capacity development. Center for Academic Development to provide workshops and training sessions on designing experiential learning projects, integrating reflective assessments, and evaluating student work such that at least one experiential learning component is presented in majority of the offered modules.
- Develop an Experiential Learning Resource Hub. Create an online platform with resources, including guides, templates, case studies, and best practices for experiential learning. This hub can be a resource for faculty to explore ideas and get support on demand.
- By 2030 develop and launch sustainable partnership mechanisms with industry and community for experiential learning. Align all academic programmes with industry and target sectors with a focus on industries with high demand for skilled graduates to ensure that partnerships are relevant to student career paths and enhance

Fostering Core Skills and Competencies

- Develop and implement innovative approaches to strengthening students' 23rd century skills, leadership and global citizenship skills.
- Identify the specific lifelong learning abilities and transferable skills set relevant to each program, ensuring these align with future job market needs and student success.
- Embed these skills into the existing courses by updating course objectives and assessments methods (e.g. using project-based learning, interdisciplinary tasks, and real-world problem-solving activities that allow students to practice and refine these skills).

Adopting emerging technology into the curriculum

- Build a cross-school committee under the Center for Academic Development to continuously evaluate the feasibility, adoption, and growth of this model for innovation to improve the quality and options in learning harnessing digital technologies.
- Introduce tech affiliated labs, operations and output of which contributes to the contents of the teaching and learning and research outcomes at the University (e.g. neuroscience lab).
- Initiate novel education models as a combination of personalised online learning, modular and conventional classroom course offerings in line with emerging global education trends.

- Enhance the use of AI-driven technology in classrooms and across the curriculum.

2.2 Partnering with Industry and External Stakeholders

Develop sustainable strategies and mechanisms to collaborate with the industry and stakeholders

- Create advisory boards at school levels.
- Institute round table discussions every semester.

Partner with industry to educate current and future employees and develop Industry-Academia partnership for learning

- Develop industrial course content in partnership with the business community and launch comprehensive capacity building programmes for the industry.
- Develop industry-partnered academic faculty development mechanisms and launch comprehensive capacity building programmes for the academic faculty.

Establishing Partnerships with global academic community

- Establishing partnerships with new international universities in key regions (e.g., Asia, the EU and the UK) by 2030.

Internationalising WIUT

- Increase the presence of world-renowned faculty.
- Increase annual recruitment of international students in the schools' programmes.
- Developing and promoting student exchange programmes with partner universities that offer short-term opportunities.

2.3 Enrich Academic Portfolio with Impactful Offerings

Contribute to the wider society by addressing contemporary and sustainability and socio-economic issues

- Focus on embedding entrepreneurship, innovation, and value creation over the functional areas body of knowledge as a body of knowledge, teaching philosophy and extracurricular activities.
- Integrate and sustain an annual practice of conducting case-study competitions, hackathons and designathons, business simulation games, and capstone projects and startup events, and integrate them to course contents.

Increase the portfolio of executive education courses

- Grow Executive Education while also developing strong areas under its roof such as online certificate programmes, corporate trainings.
- Conduct market research in collaboration with the industry, HEIs, ministries and agencies to gather insights into skill gaps and workforce needs.

Offer Microcredential Courses

- Develop the most relevant and in-demand courses, learning activities and micro credential programmes.
- Establish Assessment and Credentialing Standards. Align the content of the course, learning outcomes and delivery methods with the relevant accreditation requirements.
- Seek opportunities to obtain accreditation for micro credential programmes by globally recognised accreditation bodies.

Extending Student Learning Experience through Extracurricular Activities

- Develop and offer extracurricular activities in the form of annual research (summer) schools.
- Structure, design and introduce entrepreneurship bootcamps for young aspiring business students.
- Seek opportunities to offer extracurricular programmes for students in partnership with international organisations.

Creating an online learning hub

- Develop an online learning platform offering a wide range of educational content tailored to the needs of the local stakeholders.

Enriching and broadening the offered education portfolio

- Enrich the portfolio of academic degree and non-academic courses offered at WIUT to reflect the emerging training and education needs at local, national and global levels.



RESEARCH DEVELOPMENT

Strategic Objective 3: Research Development

By 2030, WIUT will be a leading transnational university in Central Asia, recognised for excellence in social sciences, impactful research, and innovation-driven partnerships. The University will shape policy and industry through high-quality research, international collaborations, and a thriving research culture.

Key Strategic Ambitions

1. Regional Leadership in Social Sciences and Research Excellence – become the top-ranked transnational university in social sciences in Central Asia, with a strong global reputation.

2. Impactful and Policy-Driven Research – position WIUT as a hub for evidence-based policymaking and industry-relevant research.

3. Doctoral & Research Capacity Expansion – strengthen doctoral programmes, faculty expertise, and research governance to drive innovation.

4. Industry and Global Collaboration – expand partnerships with businesses, government, and international institutions to drive research commercialisation and applied solutions.

5. Innovation and Entrepreneurship Hub – foster a vibrant ecosystem for startups, technology transfer, and interdisciplinary research.

Strategic Pillars and Objectives

3.1 Research Governance and Excellence

- Strengthen research governance and faculty capacity-building programmes.
- Establish a new Center of Excellence focused on digital transformation and sustainability.
- Align faculty roles to balance research and teaching responsibilities.
- Enhancing mentorship programmes and research incentives.
- Promote ethical research standards and integrity.

3.2 Research Impact and Outreach

- Prioritise high-impact publications in top-tier journals.
- Improve visibility of WIUT research through international conferences and forums, including the Forum for Uzbek and Silk Road Studies (FUSRS).
- Strengthen cross-border collaborations with global research institutions.
- Expand the Center for Policy Research and Outreach (CPRO) and the Silk Road: A Journal of Eurasian Development to influence regional policymaking and knowledge production.
- Increase research communication to policymakers, industry and society.

3.3 Doctoral Education and Capacity Building

- Expand doctoral programmes and new PhD tracks.
- Strengthen faculty supervision capacity and research mentorship programmes.
- Recruit top doctoral talent from across the region to the Graduate School.
- Increase research funding opportunities for pre-doctoral (MSc in Research Methods for Social Sciences), doctoral and early-career researchers.

3.4 Industry Collaboration and Research Commercialisation

- Build strategic partnerships with government, businesses and universities to align research with industry needs.
- Secure major international research grants.
- Enhance technology transfer and commercialisation mechanisms for data-driven solutions.

- Expand consultancy and corporate training programmes for industry professionals through the Center for Professional and Lifelong Education (CPLE).

3.5 Research Infrastructure and Interdisciplinary Collaboration

- Develop state-of-the-art research labs (i.e., Applied AI lab, Behavioural and Experimental Lab, etc) and digital research tools and portal.
- Encourage cross-disciplinary research clusters addressing global and regional challenges.
- Promote sustainability-focused research

and collaboration with international partners.

3.6 Innovation, Entrepreneurship and Startups

- Expand WIUT's innovation ecosystem through innoWIUT Lab and entrepreneurship programmes.
- Support student-led research start-ups and consultancy projects.
- Strengthen partnerships with venture capital and incubator programmes.
- Promote university-based applied projects and industry collaboration clusters (through Research Society).





STUDENT EXPERIENCE AND WELLBEING

Strategic Objective 4: Student Experience and Wellbeing

Our aim is to create an inclusive and dynamic educational environment that empowers students to achieve their academic and career aspirations while fostering personal growth, social engagement, and lifelong learning.

4.1 Holistic Student Support

- **Integrated Services:** Create a one-stop shop for student services that includes academic advising, mental health support resources, career counselling, and extracurricular activities. Digitalise, integrate and streamline relevant services for data-driven decision-making.
- **Wellbeing Programmes:** Promote well-being through workshops, peer support networks, sports activities and accessible counselling services.
- **Inclusion Initiatives:** Foster an inclusive campus culture by supporting socially vulnerable groups through targeted scholarships, mentorship programmes, and community-building events.
- **Internationalisation:** Increase the share of the international student population and establish extensive student exchange programmes.
- **Established Student Support:** Strengthen WIUT's well-established student support services, student-led initiatives (Student Union), social events, alumni network, infrastructure and resources for students.

4.2 Career Development

- **Strategic Career Focus:** Orient students towards career planning self-reflection and navigate them through their career goals from the first days at WIUT.
- **Career Readiness Programmes:** Strengthen partnerships with local businesses and organizations for internships and job placements to enhance employability.
- **Lifelong Learning Opportunities:** Offer alumni access to continuous education programmes, networking events, and career services to support their professional growth post-graduation.

- **Skill Development Workshops:** Provide workshops on soft skills (communication, teamwork) and hard skills (technical training) relevant to various industries.

4.3 Social Engagement

- **Sustainable Development and Responsible Citizenship:** Form student societies and organise events to promote WIUT values that encourage responsible citizenship and sustainable development.
- **Service-Learning Projects:** Encourage students to participate in community service projects that integrate academic learning with real-world application.
- **Student Leadership Opportunities:** Create platforms for student leadership within the University governance structure to ensure their voices are heard in decision-making processes.
- **Cultural Events and Activities:** Organise events that celebrate cultural exchange and enhance the social fabric of the university community.
- **Student Campus Experience:** Enrich the student campus experience through supporting student initiatives and student club activities.



STAFF EXPERIENCE

Strategic Objective 5: Staff Experience

WIUT aims to be one of the leading regional academic institutions recognised for its commitment to attracting, retaining, and developing world-class talent. By fostering an inclusive, dynamic, and growth-oriented environment, WIUT aims to build a workforce that drives excellence in education, research, and institutional innovation.

5.1 Attract Talent

Establish WIUT as an employer of choice by enhancing its reputation, attracting talents, and building a robust talent pipeline to address current and future workforce needs.

- **Strong Employer Branding:** Position WIUT as the leading institution for career growth in Central Asia through targeted marketing and global academic engagements.
- **Global Talent Recruitment:** Strengthen partnerships with international universities and platforms to attract high-calibre educators and researchers.
- **Competitive Compensation Packages and Relocation Support:** Offer industry-leading regional salaries, research grant opportunities, and relocation packages to attract outstanding professionals. Provide relocation support and cultural orientation for new employees.
- **Diversity and Inclusion:** Have a diverse faculty and staff profile by recruiting talent from various cultural and professional backgrounds. Recruit candidates from socially vulnerable groups and ensure gender balance at the workplace.
- **Talent Pipeline Development:** Establish partnerships with universities, research institutes, and professional organizations to provide internship and capacity-building programmes at WIUT. Such programmes aim to identify promising early career candidates and enhance knowledge and expertise sharing between organizations. Attract talents from WIUT's alumni network.

5.2 Retain Talent

Create a high-performing, inclusive, and supportive work environment where

employees feel valued, engaged, and empowered to contribute to institutional success.

- **Employee Recognition & Rewards:** Implement structured performance-based bonuses, faculty awards, and appreciation programmes. Continuously conduct salary benchmarking and enhance benefits such as housing allowances, health insurance, tuition waivers for children, and research funding.
- **Internationalisation:** Increase faculty exchange programmes, sabbaticals, and participation in global academic conferences to strengthen WIUT's global presence.
- **Leadership Engagement:** Deliver capacity building for managers to facilitate effective, two-way conversations centred on career progression and team development. Integrate leadership skills into performance evaluations and equip managers with coaching tools.
- **Communication Mechanisms:** Conduct staff experience surveys and listening tours to identify improvement areas and adopt workplace policies based on internal needs and labour market trends.
- **Work-Life Balance:** Enhance well-being initiatives, including flexible work arrangements, family support programmes, and mental health resources. Incorporate physical activity into daily life. Introduce staff wellness rooms at the campus.

5.3 Develop Talent

To promote a culture of lifelong learning, leadership development, and innovation at the workplace and beyond.

- **Research and Pedagogy Training:** Provide structured group training programmes focusing on advanced research methodologies, scientific publishing, and innovative pedagogy.
- **Leadership Pathways:** Establish structured career progression plans, mentorship programmes, and leadership development tracks for academic and administrative staff.
- **Global Professional Certifications:** Facilitate access to international professional certifications and advanced training programmes based on professional needs and relevance.
- **HR Policies for Lifelong Learning:** Enhance

HR policies to prioritise continuous professional development and lifelong learning.

- **Mentorship and Leadership Training:** Design mentorship programmes and structured leadership training to provide leadership role opportunities for staff with significant potential.
- **Cross-Departmental Learning:** Organise cross-departmental projects and workshops to promote multidisciplinary learning and innovation.
- **Peer Learning and Mentorship:** Foster peer learning and mentorship programmes that build technical expertise and interpersonal skills.





INFRASTRUCTURE DEVELOPMENT AND INFORMATION TECHNOLOGIES

Strategic Objective 6: Infrastructure Development and Information Technologies

6.1 Infrastructure Development

The infrastructure support services include the maintenance and technical support of all engineering equipment, University utilities, construction and repair work, maintaining sanitary standards, transport services, and support in organising University events and exams. Our main goal is to create favourable and comfortable conditions for University employees, students, and visitors and improve campus energy efficiency and process automation.

- Introduce energy-efficient technologies such as smart climate control.
- Adopt alternative energy sources such as solar panels and solar water heaters.
- Using energy-saving and environmentally friendly materials during infrastructure repair works.
- Gradually transform University into “Smart and Green Campus”.
- Expand campus and dormitory infrastructure and reconstruction works such as replacement of window openings with the most energy-saving and noise-insulating window frames.

6.2 Information Technologies

At WIUT, we envision a university where technology supports every aspect of learning and teaching and enjoying campus life. Information Technologies (IT) strategic objectives focus on creating an environment and opportunities that empower students and staff through innovation, sustainability, and digital transformation. A key part of IT vision is to create a campus that feels truly connected and responsive to the needs of its community. We aim to make our decisions based on thoroughly analysed data, and we want technology to serve as a tool that helps

students and staff focus on what matters most: learning, discovery, and personal growth.

- Student-Centred Technology: Prioritise tools and systems that enhance learning, streamline services, and personalise academic experience.
- Smart Campus Development: Build a space integrating advanced technologies for energy efficiency, security and convenience.
- Data-Driven Decision Making: Establish centralised analytics to support better planning, resource allocation, and student success initiatives.
- Sustainable Digital Transformation: Gradually transition to scalable and secure platforms that ensure adaptability, sustainability, and long-term growth.



CONCLUSION

The WIUT Development Strategy (2025–2035) is a roadmap for the University's development. It helps the University to grow further in a dynamically changing landscape. The Strategy outlines priority directions and resource management through collaboration across departments, partnerships, and technologies. The Strategy ensures alignment with the University's mission and vision to navigate challenges and seize opportunities. With this Strategy, the University remains committed to excellence in research and teaching, discovering new and valuable knowledge, and having a positive societal impact.

This document was developed internally within departmental working groups to ensure a collaborative approach, aligning with the University's mission and vision.





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