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Abstract

This paper examines the roles and perspectives of International Office staff in universities in Kazakhstan, as they engage in internationalization of higher education within the framework of the Bologna Process. Drawing on data from document analysis, a national survey and in-depth interviews, the paper discusses the practices, strengths and challenges of International Offices, linking empirical data to theories on internationalization, institutional change, networks and capacity building. Main findings are that the International Offices play a role in the leadership of strategic cooperation at international, national and intra-institutional levels, and that they would have the potential to play a more major role given access to the capacity building and professional development opportunities they identify. The paper highlights tensions that need to be resolved in the

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division of responsibilities between Bologna Offices and International Offices at institutional level,
and in the channels of communication between HEIs and the national Bologna Center. (HRK /
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Signature

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