

MINISTRY OF SCIENCE AND HIGHER EDUCATION OF THE REPUBLIC OF KAZAKHSTAN
"SARSEN AMANZHOLOV EAST KAZAKHSTAN UNIVERSITY"



DEVELOPMENT PROGRAM "SARSEN AMANZHOLOV EAST KAZAKHSTAN UNIVERSITY" FOR 2024-2029



MINISTRY OF SCIENCE AND HIGHER EDUCATION OF THE REPUBLIC OF
KAZAKHSTAN

“SARSEN AMANZHOLOV EAST KAZAKHSTAN UNIVERSITY”



“SARSEN AMANZHOLOV EAST KAZAKHSTAN UNIVERSITY” NPLC
DEVELOPMENT PROGRAM FOR 2024-2029

Approved by the decision
of the Board of Directors
Minutes No. 2 dated 07.03.2024

Ust-Kamenogorsk 2024

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Kazakhstan's goal is not just to be among the leading countries but to become a nation that defines scientific progress.

Although this goal may seem challenging, Kazakhstan has the scientific potential to achieve it and must strive to realize it.

We clearly understand that the future lies in technology and innovation.

**President of the Republic of Kazakhstan
Kassym-Jomart Tokayev**

INTRODUCTION

The Development Program of Sarsen Amanzholov East Kazakhstan University for 2024–2029 is aimed at achieving a high level of institutional development by implementing the goals and objectives set by the President of the Republic of Kazakhstan and the Ministry of Science and Higher Education of the Republic of Kazakhstan.

The first edition of the Development Program of Sarsen Amanzholov East Kazakhstan University was approved by the Academic Council in 2018. Between 2018 and 2022, the Government of the Republic of Kazakhstan and the Ministry of Education and Science adopted several legislative and regulatory acts aimed at expanding the academic, managerial, and financial autonomy of higher education institutions. Following the Government of the Republic of Kazakhstan's Resolution No. 752 dated October 11, 2019, "On Certain Issues of Higher Education Institutions of the Ministry of Education and Science of the Republic of Kazakhstan," and Order No. 304 of May 21, 2020, of the Chairman of the Committee on State Property and Privatization of the Ministry of Finance of the Republic of Kazakhstan, the university transitioned into a non-profit joint-stock company. This transformation led to revisions in the existing program, and the Academic Council adopted a new edition of the program, reflecting the updated charter of the university.

The next stage of revising the university's Development Program began in the 2022–2023 academic year. This was influenced by the restructuring of the Ministry of Education and Science of the Republic of Kazakhstan into the Ministry of Education and the Ministry of Science and Higher Education in June 2022, as outlined in the Presidential Decree No. 1449 dated September 29, 2004, and the Government Resolution No. 1111 dated October 28, 2004, "On Measures for Further Improvement of the Public Administration System of the Republic of Kazakhstan."

Between 2022 and 2023, several new legislative and regulatory documents governing university operations were introduced. The Government of the Republic of Kazakhstan's Resolution No. 248 dated March 28, 2023, titled "Concept for the Development of Higher Education and Science in the Republic of Kazakhstan for 2023–2029," became the basis for changing approaches to the development of university programs and plans.

PROGRAM PASSPORT

Program title	Development Program of Sarsen Amanzholov East Kazakhstan University NPLC for 2024–2029
“Fundamentals of software development”.	<p>The Address of the President of the Republic of Kazakhstan to the Nation, dated September 1, 2020, titled “Kazakhstan in a New Reality: Time for Action”;</p> <p>The Address of the President of the Republic of Kazakhstan to the Nation, dated September 1, 2021, titled “Unity of the People and Systemic Reforms – A Solid Foundation for Prosperity”;</p> <p>The Address of the President of the Republic of Kazakhstan to the Nation, dated September 1, 2022, titled “Fair State. Unified Nation. Prosperous Society”;</p> <p>Law of the Republic of Kazakhstan “On Education,” No. 319-III, dated July 27, 2007;</p> <p>Law of the Republic of Kazakhstan “On Science,” No. 407-IV, dated February 18, 2011;</p> <p>Law of the Republic of Kazakhstan “On Commercialization of the Results of Scientific and Scientific-Technical Activities,” No. 381-V, dated October 31, 2015;</p> <p>Decree of the President of the Republic of Kazakhstan No. 2, dated November 26, 2022, titled “Fair Kazakhstan – For Everyone and For Each. Now and Forever,” on measures to implement the pre-election program of the President of the Republic of Kazakhstan;</p> <p>Resolution of the Government of the Republic of Kazakhstan No. 726, dated October 12, 2021, “On Approval of the National Project ‘Educated Nation: Quality Education’”;</p> <p>Resolution of the Government of the Republic of Kazakhstan No. 727, dated October 12, 2021, “On Approval of the National Project ‘Technological Breakthrough through Digitalization, Science, and Innovation’”;</p> <p>Resolution of the Government of the Republic of Kazakhstan No. 724, dated October 12, 2021, “On Approval of the National Project ‘National Spiritual Revival’”;</p> <p>Decree of the President of the Republic of Kazakhstan No. 520, dated February 26, 2021, “On National Priorities of the Republic of Kazakhstan until 2025”;</p> <p>Resolution of the Government of the Republic of Kazakhstan No. 634, dated September 13, 2021, “On the Draft Decree of the President of the Republic of Kazakhstan on Approval of the Territorial Development Plan of the Republic of Kazakhstan until 2025”;</p> <p>Resolution of the Government of the Republic of Kazakhstan No. 990, dated December 27, 2019, “On Approval of the State Program for Regional Development for 2020–2025”;</p> <p>Resolution of the Government of the Republic of Kazakhstan No. 248, dated March 28, 2023, “On Approval of the Concept for the Development of Higher Education and Science in the Republic of Kazakhstan for 2023–2029.”</p>

Software developer	Non-Profit Limited Company “Sarsen Amanzholov East Kazakhstan University”.
Goal	To transform the multidisciplinary university into a renowned innovative and scientific center of East Kazakhstan, with significant influence in society and a leading position in the Kazakhstani education system.
Responsibilities	Implementing a “reset” of the university’s academic strategy with a focus on ensuring high-quality training of competitive specialists in accordance with national and global standards. Developing the intellectual potential of science, technology transfer, and commercialization. 3. Advancing the social and digital ecosystem, as well as modern IT infrastructure, across all business processes of the university.
Main directions	1. Academic excellence in the region. Transformation into an innovative university: science, innovation, commercialization, and technology transfer. 3. Internationalization and global positioning. Development of the social ecosystem within the framework of the third mission of universities. Advancement of the digital ecosystem and modern IT infrastructure. 6. Enhancing transparency in the management and financing system.
Timeline for implementation	2024-2029 y
Sources of funding	1. Academic excellence in the region. Transformation into an innovative university: science, innovation, commercialization, and technology transfer. 3. Internationalization and global positioning. Development of the social ecosystem within the framework of the third mission of universities. Advancement of the digital ecosystem and modern IT infrastructure. 6. Enhancing transparency in the management and financing system.

Number of Academic and Pedagogical Staff

The university’s academic staff includes 19 academicians, members of academies, corresponding members, and professors, such as Tolegen M.A., Rovnyakova I.V., Rusanov V.P., Alimbetov U.S., Zavalko N.A., Igibayeva A.K., Apyshev O.D., Kakieva L.Kh., Beysembayeva R.S., Tsyganov A.P., Prokopov K.P., Radchenko N.N., Sakhariyeva S.G., Stebletsova I.S., Yerbolatuly D., Madiyarov M.N., Kasentayeva K.U., Afanasenkova I.V., and Kaygorodtsev A.

According to Order No. 29.03.123-p “On the Staff Schedule and Management Structure” dated March 29, 2019, the Center for Qualification Assessment was dissolved on April 1, 2019, and the Resource Center for Professional Training and Qualification Development was established. During the reporting period (2019-2022), professional development courses were conducted to implement the university’s plans for enhancing the qualifications of academic staff and employees. In total, 1,981 individuals completed professional development courses during this period.

“Best University Teacher” Competition:

Each year, the Ministry of Science and Higher Education of the Republic of Kazakhstan holds the “Best University Teacher” competition to enhance the professional and pedagogical culture of academic staff, improve the level of educational, methodological, and mentoring work, and encourage further professional development. Since 2019, 12 staff members from the university have won this competition:

- **2019:** Z.Zh. Zhantasova (Candidate of Technical Sciences), Zh.S. Aubakirova (Candidate of Technical Sciences, Associate Professor), and A.M. Zhilkashinova (Candidate of Technical Sciences).
- **2020:** S.S. Adikanova (PhD), N.Zh. Zhensikbayeva (PhD), and A.S. Tlebaldiyeva (PhD).
- **2021:** Zh.B. Sagdoldina (PhD, Associate Professor) and D. Baygereyev (PhD, Associate Professor).
- **2022:** M.K. Skakov (Doctor of Physical and Mathematical Sciences, Professor), R.A. Orsayeva (Candidate of Legal Sciences, Associate Professor), N.B. Alimbekova (Senior Lecturer), and D.B. Buitkenov (Lecturer).

Over the past six years, the university has implemented a mixed format for recruiting first-year students, utilizing both offline and online methods. This includes the mandatory use of a virtual commission to accommodate applicants from remote regions on competition days. As a result, there has been a year-on-year increase in the number of students from other regions of Kazakhstan enrolling in the university’s educational programs.

ANALYSIS OF THE EXTERNAL ENVIRONMENT AND CURRENT SITUATION

External Environment Analysis

The analysis of the external environment is the process of identifying and assessing factors outside the university that impact its current and future development. This analysis includes studying global trends, economic development patterns, legal regulation and management, political processes, resources, culture and science,

technology and infrastructure, and other external factors. It is common to distinguish between micro and macro levels of the external environment.

Micro-environmental factors include:

- Government regulation
- Regional characteristics of education development
- Consumers of the university's educational and research services, employers, and the business community
- Competitors

Macro-environmental factors include:

- Economic factors
- Political and social aspects
- Technological developments

In the 21st century, education is one of the key strategic resources for the development of any society and state. Globalization, regionalization, and internationalization are pressing trends in the development of countries and the global education system. The phenomenon of globalization, which affects economics, politics, culture, and mass media, also significantly impacts education, including higher education institutions, and has been accounted for in the university's development program. However, the globalization processes do not negate the regional specificity of countries and education systems.

Global trends, such as digitization, regionalization, and internationalization, shape the following key processes in higher education development:

- The introduction of new teaching technologies, with a focus on information, telecommunication, and digital technologies
- Deepening the integration of education, science, and business, emphasizing the commercialization of knowledge
- Enhancing university autonomy by reshaping governance to expand academic freedoms
- Offering additional educational services, including lifelong learning opportunities

These global trends and related innovations significantly influence Kazakhstan's education system, which takes into account the national, socio-economic, and political realities of the country, as reflected in the Development Program for S. Amanzholov East Kazakhstan University (EKU) for 2024-2029.

Labor Market Forecast and Regional Engagement

To meet the labor market's needs adequately and engage stakeholders in the university's development, partnerships have been established with educational institutions, major Kazakh enterprises, and business organizations.

Global experience demonstrates that strong universities serve as the foundation for developing regional educational, scientific-innovative, entrepreneurial, and economic systems, acting as key drivers and moderators of regional progress. Meeting the region's current and future demands for skilled specialists facilitates a smooth transition to sustainable development. As the driving force of the East Kazakhstan region, the university actively participates in various national and regional programs and serves as a primary supplier of human resources for the region's and country's innovative growth.

Current Situation Analysis

Today, EKU has refined its management system and implemented corporate management principles. The university operates a quality management system with clearly defined policies, goals, and objectives. Governing bodies include the Board of Directors, Academic Council, Academic Board, and Scientific and Technical Council (STC). The efficiency of bodies such as the Academic Council, Student Self-Governance, and Alumni Association has increased, along with business partners' involvement in university activities. The university's regulatory framework has been updated to meet modern requirements, and schemes for managing resources and risks have been developed. Significant progress has also been made in enhancing the university's image.

Strategic planning has been introduced, and steps have been taken toward university autonomy. The university's corporate culture is based on shared spiritual values, traditions, and history. Codes and principles, such as the "Teacher's Code of Ethics," "Student's Code of Ethics," "Principles of Academic Integrity," and "Code of Conduct," have been adopted. The university has established a Council on Ethics, a Commission on Ethical Evaluation of Scientific Research, and an Anti-Corruption Standard, all aimed at fostering academic integrity and ethical conduct.

Recognition of Quality and Achievements

The quality of educational services offered by EKU is assessed through surveys among students, graduates, and employers. Recognition of the university's quality in education and research includes:

- Institutional accreditation for five years (IA-A Certificate No. 0104, May 27, 2019 – May 24, 2024) by the Independent Accreditation and Rating Agency (IAAR)
- 93% of bachelor's, master's, and doctoral programs are internationally accredited
- Accreditation as a subject of scientific and technical activity by the Ministry of Science and Higher Education of Kazakhstan (Certificate No. 000240, July 29, 2023)

The university's achievements in rankings:

- International rankings:
- 30th place in the "Webometrics Ranking of World Universities"

- Ranked 401-450 in the “QS Asia University Rankings 2023” (16th among 32 Kazakhstani universities)
- National rankings:
- 2nd place in the 2023 National Ranking of Kazakhstan’s Best Multidisciplinary Universities by IAAR
- 5th place in the 2023 National Ranking of Universities by the Independent Agency for Accreditation and Rating (IAAR)
- 18 bachelor’s programs ranked in the top ten by “Atameken”

Between 2018-2022, EKU introduced over 42 new educational programs and launched 12 innovative programs at the bachelor’s, master’s, and doctoral levels. Four dissertation councils in chemistry and physics are operational. The university has 302 academic and pedagogical staff members, 96.6% of whom are full-time, with the remainder comprising experts from various industries and educational institutions. Among the staff are:

- 16 professors with doctoral degrees (5.4%)
- 114 associate professors with candidate degrees (39%)
- 20 PhDs (7%)

The proportion of lecturers with academic degrees or titles is 52%, with the number of PhDs increasing significantly.

Analysis of the current situation.

Today, the management system has been improved and the principles of corporate management have been implemented at S. Amanzholov Higher School of Economics (hereinafter referred to as the University). The University has a functioning quality management system, defined quality policy, goals and objectives. There are a Board of Directors, an Academic Council, an Academic Council, a Scientific and Technical Council, etc. The efficiency of the Academic Council, student self-government bodies and the Alumni Association has been increased, the level of participation of business partners in the work of the University has grown. The regulatory framework of the University has been updated and brought into line with modern requirements, resource and risk management schemes have been developed, and work on ensuring the image of the University has significantly improved. A strategic planning system has been implemented and work has begun on the transition to the autonomy of the University.

The corporate culture of the University is based on common spiritual values, traditions and history. The University has developed and approved the "Code of Honor of the Teacher", "Code of Honor of the Student", "Rules of Academic Honesty", "Rules of Ethics", the Anti-Corruption Standard of the University, the Ethics Council, the DAS, the Commission for Ethical Assessment of Scientific Research, which define the basic ethical rules of conduct for teachers and students in the context of developing academic honesty and forming an anti-corruption culture.

Annual monitoring of satisfaction with the university management system among employees and faculty members allows us to improve the corporate management system.

The quality of educational services provided is assessed by conducting a survey among students, graduates and employers: "Students' satisfaction with the university", "The teacher through the eyes of students", "Employers' satisfaction with the quality of graduates", "Graduates' satisfaction with the quality of the educational program", etc.

The following are evidence of recognition of the quality of scientific and educational services of the S. Amanzholov Higher School of Economics:

institutional accreditation for a period of 5 years by IQAA (certificate IA-A No. 0104 05/27/2019-05/24/2024);

international specialized accreditation of IQAA and IAAR in bachelor's, master's and doctoral specialties (93%);

accredited by the Ministry of Higher Education of the Republic of Kazakhstan as a subject of scientific and scientific-technical activities (Certificate of Accreditation. Series MK No. 000240 dated July 29, 2023).

The high quality of educational services of the S. Amanzholov Higher School of Economics has been repeatedly confirmed by the results of various ratings conducted by independent international and Kazakhstani agencies and services:

Foreign agencies:

According to the Webometrics Ranking of World Universities, the university ranks 30th; in the international ranking "QS Asia University Rankings 2023" - occupies 401-450 position (among 32 universities in Kazakhstan it occupies 16th place).

Republican agencies:

In the National Ranking of the Best Multidisciplinary Universities of Kazakhstan – 2022, conducted by IQAA, the university ranks 5th; in 2023 – 2nd place.

In the National Ranking of Demand for Universities of the Republic of Kazakhstan - 2022, conducted by IAAR, the university ranks 7th; in 2023 - 5th place.

In the Atameken National Academy of Sciences' ranking of educational programs in accordance with the levels and areas of training of specialists, 18 bachelor's degree educational programs were included in the top ten.

The University occupies a stable position in the educational space of East Kazakhstan region and Kazakhstan. According to the results of the activity reports of higher education institutions for 2022, the University has fulfilled all the indicators of the Program and Development Plan for the period 2018-2022, demonstrating significant growth in financial and economic activities +65%, international activities +61.0%, research activities +117.4%.

During the period 2018-2022, more than 42 new educational programs and 12 innovative educational programs for bachelor's, master's and doctoral degrees were opened, and 4 dissertation councils in chemistry and physics are in operation.

The number of scientific and teaching staff at the university is 302 people, of which 292 are full-time employees (96.6%), 10 are part-time workers (3.4%). The number of doctors of science, professors is 16 people (5.4%), candidates of science, associate professors - 114 (39%), the number of PhD doctors is 20 people (7%). The number of teachers with degrees and titles is 52%. The number of PhD doctors has increased significantly. The number of part-time workers includes representatives from

employers from various sectors of the economy, specialists from educational organizations and production workers are also involved in the dual training process.

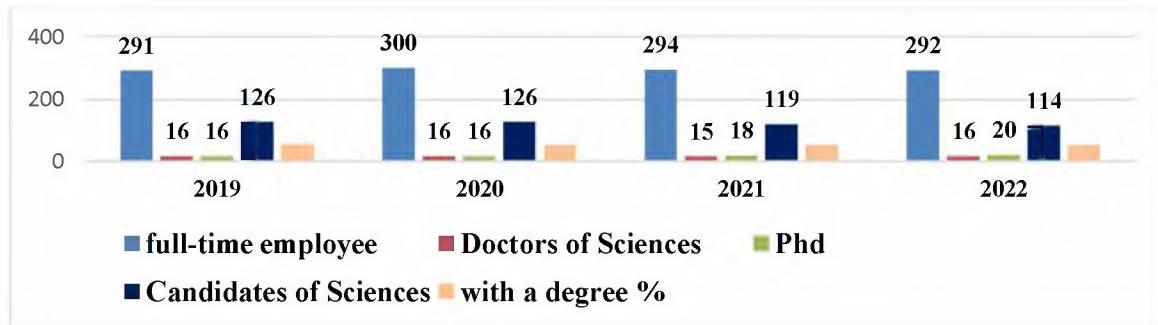


Table 1
 Statistical indicators for admission to the EP
 S. Amanzholov East Kazakhstan University (EKU) in the context of 6 years

The basis of training	2022-2023 academic year	2021-2022 academic year	2020 – 2021 academic year	2019 – 2020 academic year	2018 – 2019 academic year	2017-2018 academic year
Based on CO paid	292	404	366	286	429	325
Based on the Technical and vocational education	347	383	454	371	412	213
Based on VO	354	357	378	254	595	432
Based on SO GOG	667	566	580	679	528	535
Based on the GOG TiPO	17	36	19			-
Grants of the MIO and state order of the Akimat of the East Kazakhstan region	166	139	157	134	146	-
Bachelor's degree	1845	1885	1954	1724	2110	1505
Master's degree	132	190	198	149	236	221
Doctoral studies	11	20	14	8	12	5
At a special college	427	320	341	247	249	193
Total:	2415	2415	2469	2128	2607	1924

Including the indicators of those admitted to the EP at the university based on the results of competitions for holders of a state educational grant at the expense of the Republic of Belarus, as well as an educational grant at the expense of local executive bodies of the East Kazakhstan region, has a positive trend (Table 2). The University, among other universities in the East Kazakhstan region, continues to participate annually in the competition for an educational grant at the expense of the MIO (Akimat of the East Kazakhstan region), this year the admission indicators are higher than in previous periods and this picture has been maintained among the universities in the East Kazakhstan region over the past few years. In 2022 - 165 people. In 2022, for the first time, a competition was held for applicants for an educational grant at the expense of the public fund "Kazakhstan Halkyna", as a result, 8 students are studying at the expense of the fund's scholarship. These are children from families: low- income rural areas, orphans left without parental care, disabled children, applicants from families raising children with disabilities of groups 1 and 2 and with disabilities from childhood.

Table 2
Comparative indicators of admission of holders of state educational grants for the period (2017-2022)

Types of grants	2017-2018 academic year	2018-2019 academic year	2019-2020 academic year	2020-2021 academic year	2021-2022 academic year	2022-2023 academic year
State educational grant at the expense of the Republic of Belarus	535	528	679	599	602	684
Educational grant at the expense of the LEA EKU	-	146	134	157	139	166

Table 3
Statistical information on categories of students enrolled in the 1st year

Academic years	Holders of the Altyn Belgi sign	Winners of sports competitions, Olympics, international and Asian	Holders of special certificates and diplomas with honors	Disabled children, disabled from childhood	Orphans and children left without parental care
2018 – 2019 academic year	82	32	150	11	28
2019-2020 academic year	88	37	174	6	13
2020-2021 academic year	81	46	163	5	14

2021-2022 academic year	83	48	193	5	17
2022-2023 academic year	60	67	211	4	13

S. Amanzholov East Kazakhstan University, within the framework of the implementation of the long-term program "Mangilik el zhastary - industry!" - "Serpin" (since August 2022 the name of the project *"Quota for citizens from among rural youth moving to regions determined by the Government of the Republic of Kazakhstan"*) among the higher educational institutions of the Republic annually in the first row carries out work on admission of applicants from Turkestan, Kyzylorda, Zhambyl, Zhetisui (Almaty) and Mangistau regions. In the state event, in East Kazakhstan, 11 educational institutions take part. It should be noted that student life, the process of education, upbringing of youth of the above-mentioned program is under constant control of the university management.

The increase in state educational grants and grants from the Ministry of Education and Science makes it possible to replenish the region's labor market with young personnel. In order to increase the competitiveness of regional universities and reduce the outflow of school graduates abroad, in 2018, the regional akim D. Akhmetov launched the regional program "Bilikti Maman". 621 people are studying at the university under this program.

Over the last 3 academic years, the contingent of students has shown positive growth dynamics. The dynamics of the contingent change in terms of levels of training (bachelor's, master's and doctoral) can be seen in Fig.

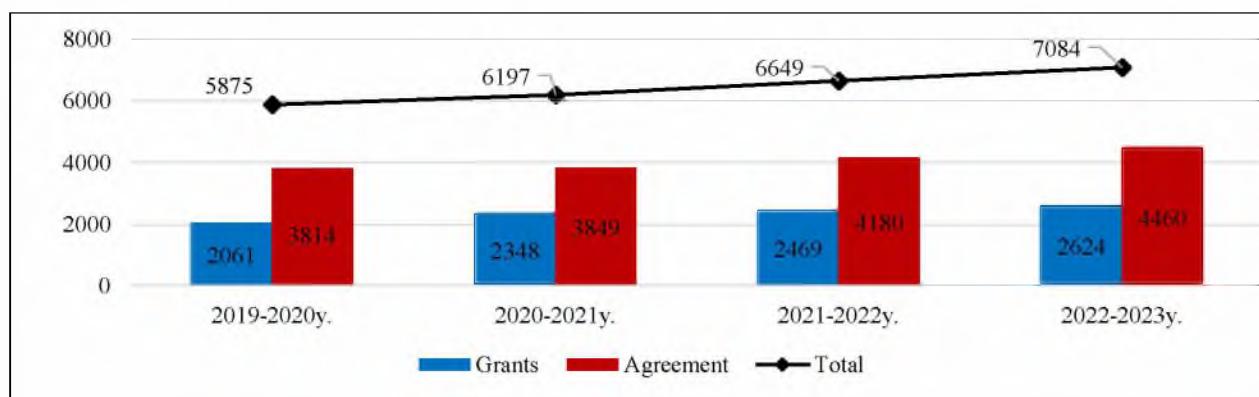


Figure 2. Contingent of undergraduate students

The contingent for all forms of education has almost doubled, so in the 2022-2023 academic year, the number of undergraduate students increased by 1209 people, which is 17%, the number of students in the master's program increased by 900 people (76%), in doctoral studies the increase in the contingent is 50%.

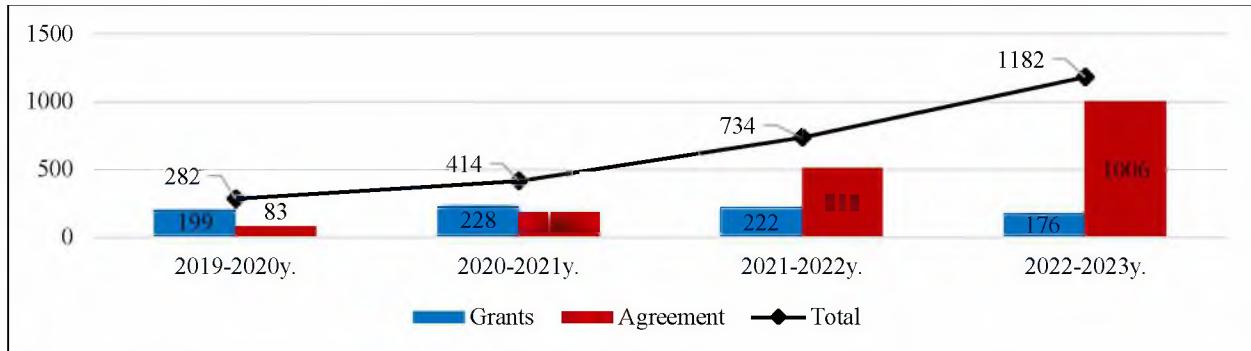


Figure 3. Contingent of students in the Master's program

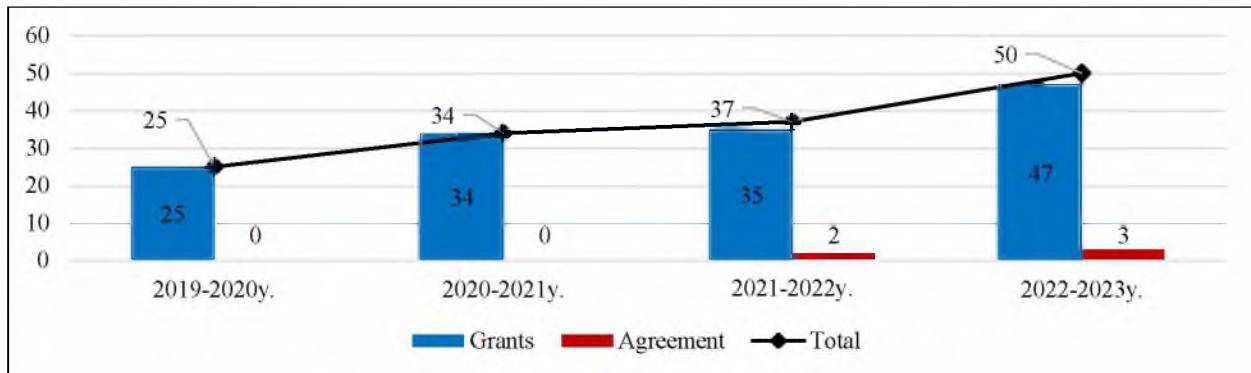


Figure 4. Contingent of doctoral students

The University trains specialists in 107 educational programs of higher and postgraduate education: 63 bachelor's degree programs, 32 master's degree programs, and 12 doctoral programs.

Bachelor's degree training is provided in 9 areas of study at 14 departments of the university.

In the 2021-2022 academic year, personnel training was carried out in 114 educational programs (bachelor's degree - 69, master's degree - 33, doctoral degree - 12), which is 5.26% more than in the previous academic year.

Table 4
Number of educational programs

	2019-2020 academic year	2020-2021 academic year	2021-2022 academic year
Bachelor's degree	59	62	69
Master's degree	36	39	33
Doctoral studies	12	12	12

In order to ensure the quality of the implemented educational programs, as well as to implement the recommendations of the Ministry, the project office for the development and development of educational programs operates at the university. Today, new educational programs are opening at the university that are currently relevant and in demand by the economy of the region and the country. In the 2021-2022 academic year, 7 educational programs were opened (5 bachelor's degree programs, 2 master's degree programs), which is 75% higher than in the previous academic year.

Table 5
List of new educational programs opened in the 2021-2022 academic year

Bachelor's degree	Master's degree	Doctoral studies
6B02202 History and Digital Humanities	7M02301 Philology	
6B02203 Religious Studies and Philosophy	7M02302 Philology:	
6B04202 Judicial and prosecutorial activities;	Kazakh philology	
6B04203 Corporate lawyer		
6B05302 Chemistry and nanomaterials		

In the 2023-2024 academic year, it is planned to open 11 more new educational institutions:

- in the bachelor's degree program – 6B04107 Economics and Management, 6B04108 Finance and Accounting, 6B01403 Physical Education and Basic Military Training;
- in the master's program – 7M04106 Economics and Management, 7M04107 Finance and Accounting (specialized);
- in doctoral studies – 8D03101 Psychology (scientific, pedagogical and specialized direction), 8D01201 Pedagogy and methodology of primary education (scientific, pedagogical and specialized direction), 8D04201 Jurisprudence (scientific, pedagogical and specialized direction),

The overall dynamics of opening new OPs for 2019-2022 is presented in the figure.

To ensure the quality of the educational programs (EP) being implemented and to fulfill the recommendations of the Ministry, a project office for the development and enhancement of EPs operates within the university. Currently, the university is launching new educational programs that are relevant and in demand within the regional and national economies. In the 2021-2022 academic year, seven new EPs (five undergraduate programs and two master's programs) were introduced, which is 75% higher compared to the previous academic year.

Plans for the 2023-2024 academic year:

11 new EPs are planned for launch:

- Undergraduate:
 - 6B04107 – Economics and Management
 - 6B04108 – Finance and Accounting
 - 6B01403 – Physical Education and Basics of Military Training
- Master's:
 - 7M04106 – Economics and Management
 - 7M04107 – Finance and Accounting (Professional Track)
- Doctorate:
 - 8D03101 – Psychology (Scientific and Pedagogical, and Professional Tracks)
 - 8D01201 – Pedagogy and Methods of Primary Education (Scientific and Pedagogical, and Professional Tracks)
 - 8D04201 – Law (Scientific and Pedagogical, and Professional Tracks)

The overall dynamics of new EPs launched between 2019 and 2022 are illustrated in the chart below:

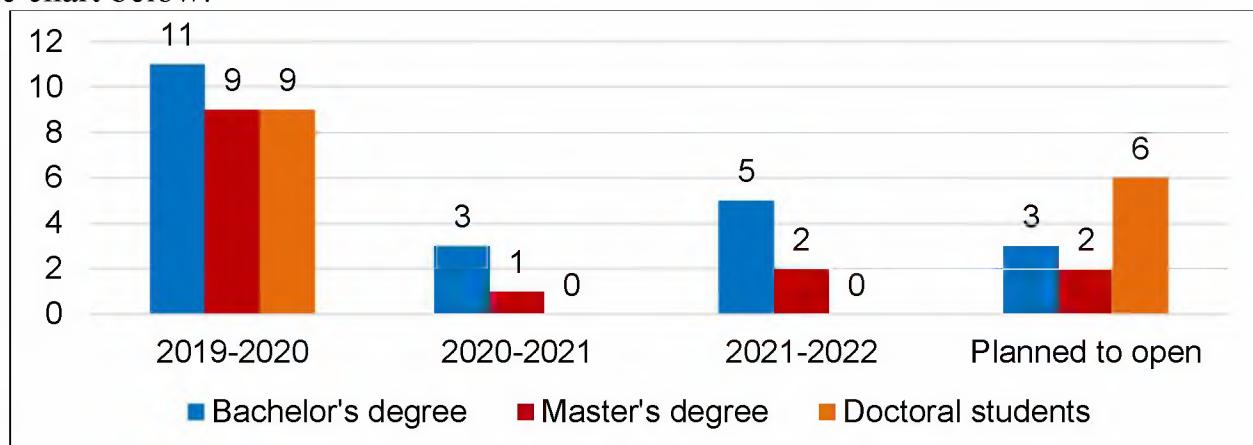


Figure 5. New Educational Programs

The university places particular emphasis on students' academic performance and the quality of education.

Comparative analysis of the results of interim assessments over the past three years shows that in the 2021-2022 academic year, the overall undergraduate performance rate (91.3%) increased by 1.2% compared to the previous year (90.2% in 2020-2021). The quality of education rate (78.5%) also improved by 1.4% (77.4% in 2020-2021). Regarding final assessments, performance remained stable (100%), and the quality of education improved by 4.1%, reaching 95.4% in the 2021-2022 academic year compared to 91.6% in 2020-2021 (see Table 14).

Additionally, the number of graduates receiving honors diplomas increased by 2.8%

academic year	intermediate certification		final certification		diplomas with honors
	Educational achievement (%)	Quality (%)	Education al achievement (%)	Quality (%)	
2019-20	87,8	75,1	100	86,7	227
2020-21	90,2	77,4	100	91,6	171
2021-22	91,3	78,5	100	95,4	176

Table 6
Comparative Analysis of Students' Performance and Education Quality
(Undergraduate)

Scientific Activity

Scientific activities at the university are conducted through research laboratories and scientific centers, including:

- The National Scientific Laboratory for Collective Use, which includes the Laboratory of Plant Biology and Biotechnology;
- The Laboratory for Physicochemical Research;
- The Laboratory of Digital Technologies and Modeling;
- The Scientific-Industrial Laboratory of Innovative Technologies;
- The Research Center for Surface Engineering and Tribology;
- The “Altaistics” Center;
- The “Abai Studies” Research Institute;
- The Center for Economic and Legal Research on the G-Global Platform;
- The Startup Academy.

The National Scientific Laboratory for Collective Use is the only laboratory in the eastern region that implements scientific projects and topics of economic contracts. The total volume of work conducted by employees and teaching staff of the S. Amanzholov East Kazakhstan University (EKU) amounted to over 2 billion KZT in scientific projects under grant funding in 2023. Additionally, more than 260 million KZT was allocated for economic contract topics based on orders from private organizations and enterprises in the Republic of Kazakhstan and the East Kazakhstan region.

To strengthen scientific research and infrastructure, equipment worth a total of 149,208,044 KZT was procured under the 055 “Grant Funding” program.

Collaborative Activities

The university fulfills contractual services based on enterprise demands and promotes collaborative research through agreements with economic entities. It actively collaborates with higher education institutions and enterprises at both the regional and national levels, including:

- Institutes:
 - A.B. Bekturov Institute of Chemical Sciences JSC,
 - National Nuclear Center of Kazakhstan,
 - Institute of Polymer Materials and Technologies.
- Universities:
 - D. Serikbayev East Kazakhstan Technical University,
 - L.N. Gumilyov Eurasian National University,
 - Al-Farabi Kazakh National University.
- Private Organizations:
 - KAZ Minerals,
 - “TepEcoService” LLP,
 - “VirSnab” LLP,
 - “BILIMFOUDATION” Public Fund.

This partnership network enables the university to effectively address scientific, technical, and practical challenges while fostering innovative research.

Collaboration with Major Regional Enterprises

The university has extensive experience in establishing partnerships with major regional enterprises. For instance:

- In collaboration with UMP JSC, a plasma-chemical method was developed for processing industrial waste (magnesium fluoride) generated during the production of beryllium fluoride using a magnesiothermic reduction process. The pilot-industrial plasma-chemical technology for obtaining magnesium oxide from magnesium fluoride waste is a significant innovation aimed at improving beryllium production and reducing environmental risks.
- In partnership with BEST LLP Ceramic Plant, a technology was developed to create a new material based on beryllium oxide modified with titanium oxide nanopowders. This material demonstrates high electrical conductivity, thermal conductivity, mechanical strength, and efficient absorption of ultra-high-frequency electromagnetic radiation. The resulting electrically conductive ceramics can be used in high-power electronic devices and intercity and navigation systems as a scattered electromagnetic radiation absorber. The research outcomes on the electrical-physical properties of the ceramics allow for serial production at the ceramic plant in Ust-Kamenogorsk.

International Collaboration

The university actively engages with leading universities from near and far-abroad countries to integrate into the global educational community. S. Amanzholov University is a member of nine international university associations, including:

- The Eurasian Association of Universities (since 1995),
- The International Academy of Higher Education (since 1998),
- The Magna Charta Universitatum (since 2009),
- The International Coordinating Council “Altai – Our Common Home” (since 2011),
- The Association of Asian Universities (since 2013),
- The European University Association (since 2016),
- The STAR-NET Regional Network for Education and Training in Nuclear Technology (since 2016),
- The IAESTE National Committee,
- The Union of Turkic Universities (since 2022).

Expanding partnerships with international universities is a key development area for acquiring new knowledge and technologies, attracting international students and faculty, and fostering international cultural community development.

From 2020 to 2023, more than 40 professors from the USA, South Korea, Turkey, Poland, Russia, Hungary, India, and Lithuania delivered lectures to students in online and offline formats as part of efforts to attract foreign scientists to teaching activities. Collaboration horizons with partner universities expand annually, with new agreements signed and ties strengthened with local institutions.

Currently, the university maintains partnerships with over 120 universities in more than 30 countries, including Turkey, the USA, Switzerland, China, South Korea, Poland, Czech Republic, France, Spain, Latvia, Russia, Belarus, Germany, Hungary, Lithuania, India, Mongolia, Kyrgyzstan, Tajikistan, Uzbekistan, and others.

Joint Degree Programs

Agreements on joint degree programs have been established with institutions such as:

- Altai State University (Russia),
- Tomsk State University (Russia),
- Vitautus Magnus University (Lithuania), among others, covering more than 14 educational programs.

Academic Mobility

The academic mobility of faculty and students is implemented through partnerships with partner universities based on funding from:

- The state budget,
- International scholarship programs such as Erasmus+, Bolashak, and Orhun,
- Scientific projects, and
- Non-budgetary sources.

Regional Project: “The Turkic World of Greater Altai”

Within the framework of the “Turkic World of Greater Altai” regional international project, the university has signed over 25 agreements with Turkic countries. Academic exchange programs, scientific journals, and informational platforms are being implemented. The Greater Altai Rectors’ Council actively operates, organizing annual

forums, conferences, and summer schools.

Infrastructure and Technical Facilities

The university is equipped with modern resources necessary for providing high-quality educational services. It operates eight educational and research buildings, with a total area of 58,661.5 sq.m, including:

- 19,310.6 sq.m for educational and research facilities,
- 8,621.1 sq.m for sports and physical education facilities.

The university's dormitory capacity accommodates 2,050 students across four dormitories, offering internet access, lounges with appliances, and study facilities.

Additional facilities include:

- A scientific library with a collection of 1,500,000 books,
- Field practice centers (e.g., Vistenius-Pankratiev Center),
- Scientific and educational complexes such as the “East Kazakhstan Jewels,” geological and natural history museums, and herbarium cabinets.

Modernization Efforts

- Continuous upgrades of student housing and academic buildings are carried out.
- Safety measures such as surveillance and access control systems are regularly improved.
- “Smart University” initiatives are being implemented to integrate modern IT infrastructure and digitalization across all operations.

Focus on Social Development

The university prioritizes social initiatives. To ensure quality rest and recreation for faculty and staff, the “Sibe” recreation base underwent renovations. Additionally, financial discounts are provided to students for educational purposes.

The university's scientific library operates with traditional reading rooms, subscription services, catalogs, and book storage facilities. The library has expanded through the digitization of scientific literature and publications and by providing access to electronic resources.

Transition to a Smart University Model

Thanks to modern IT infrastructure and a dedicated digitalization center, the university is transitioning to the Smart University model. Key initiatives include:

1. Establishing a unified educational environment based on digital technologies.
2. Installing a fiber-optic network that integrates all university facilities into a single “life” backbone.
3. Developing a secured corporate network that connects all computers, workplaces, and systems within the university for seamless operations.

Design of the network includes provisions for future expansion and modernization. Efforts are also underway to enhance video surveillance systems and introduce unified access control systems across university premises. The development of a situation center for managing video resources is planned as the next step in Smart Infrastructure deployment.

Implementation of Digital Processes

The university has introduced the 1C electronic document management system, which has significantly improved business processes by:

- Reducing inter-building staff movement.
- Accelerating document processing.
- Enhancing transparency in document management.

A unified data repository and service repository framework has been adopted for transitioning all IT systems to a service-oriented architecture. This systematic solution facilitates integration of existing systems, new developments, and third-party software into a shared information space, including integration with the systems of the Ministry of Science and Higher Education.

Transparency and Student Participation

All significant university decisions are made transparently, with over 30% of representatives in university governing bodies being students. Financial operations are conducted openly, ensuring accountability. The university is proud of this governance system, which actively involves students in identifying corruption risks and managing university processes.

Evaluation of Innovation Potential

Educational processes at the university are managed by a highly qualified faculty, with over 87% being full-time staff. Faculty members hold scientific degrees and titles aligned with the classifier of the Ministry of Science and Higher Education of Kazakhstan, covering a broad range of scientific disciplines.

To enhance practical training, final-year departments organize diploma projects based on actual industry demands. Branches of departments have been opened within regional enterprises and organizations to actively involve potential employers in the educational process and organize professional internships, fostering the development of students' professional competencies.

The faculty performance ranking system serves as a key mechanism for systematically evaluating teaching staff competencies. This evaluation is conducted annually under the regulations on "Incentive Payments for Faculty and Staff." Results influence decisions on contract renewals, staffing appointments, and determining salary increments for faculty, department heads, and deans.

Transition to a Non-Profit Limited Company

By decree No. 752 of the Government of the Republic of Kazakhstan (dated October 11, 2019), S. Amanzholov East Kazakhstan University was reorganized into a non-profit limited company (NPLC). This transformation was finalized on May 21, 2020, by order No. 304 of the Committee for State Property and Privatization under the Ministry of Finance. The transition necessitated changes to the university charter and governance structure.

Functions and Governance

The university operates under the supervision of the Ministry of Science and Higher Education as the authorized body responsible for managing 100% of the state-owned shares.

The Board of Directors oversees general management and determines the composition of the university's governing board.

As per Articles 45 and 46 of the Civil Code of the Republic of Kazakhstan, upon reorganization, all rights and obligations, including property, personnel, and commitments, are transferred to the newly established legal entity.

Key Activities

1. Implementation of higher and postgraduate education programs, along with fundamental and applied research, training personnel for scientific and innovative activities.
2. Provision of food, accommodation, and healthcare services for students and staff.
3. Ensuring student safety.
4. Organizing sports and cultural events.
5. Conducting physical education and wellness activities, as well as creating sports and creative clubs.
6. Offering publishing and printing services to support educational, research, and cultural activities.
7. Organizing and participating in national and international competitions, conferences, and seminars for students and faculty.

If you'd like further clarification or additional information on this translation, feel free to ask!

Implementation of general education curricula of primary, basic secondary and general secondary education, as well as educational programs of technical and professional, Post-secondary, additional education;

Creation of technopolises, technoparks, business incubators, innovation centers, centers of commercialization and technology transfer, design bureaus and other structures in the field of activity;

Participation in the development, testing and implementation of innovative methods, technologies of teaching and research aimed at further development and improvement of the education and science system;

Organization, creation and development of digital interactive educational resources and

educational films for all levels of education;

Participation in the integration of education and science with production;

Organization, financing of development work, innovative and investment projects with the involvement of financial resources of subsidiaries and other organizations of the Republic of Kazakhstan and foreign organizations, as well as participation in the formation of mechanisms and infrastructure of venture financing of projects in the field of education and science.

In accordance with the legislation of the Republic of Kazakhstan, S. Amanzholov East Kazakhstan University has the right to:

Create an endowment fund for the organization of higher and (or) postgraduate education;

Create legal entities for scientific and educational activities at the expense of extra-budgetary sources of financing;

To open startup companies;

To attract additional sources of financial and material resources for the implementation of statutory activities;

Create branches in foreign countries.

S. Amanzholov East Kazakhstan University as a regional university is based on the integration of education, science and production, systematicity and principles of modern management. Strategic directions are developed for the long- term period in the context of global trends in the development of higher education and are aimed at transforming the university into a Smart University with modern IT resources, scientific and educational infrastructure, three-level training of specialists, broad autonomy and non-profit activities.

Analysis of the current state shows significant results of the University in the implementation of the Development Program 2024-2029, while new priorities in the development of higher education and science, reflected in the Concept of Development of Higher Education and Science in the Republic of Kazakhstan for 2023-2029 and other normative legal act, determine the need for changes and additions and set new tasks for the university. A comprehensive analysis of the university's risk management by structural components: the influence of the external environment, competitiveness, specifics of activity, financial sphere revealed problems that require a solution in strategic planning.



Figure 6. Analysis of University Activities Based on Risk Management Approaches

A comprehensive analysis of the university's risk management, as well as its strengths and weaknesses, opportunities, and potential threats, is presented in the form of a SWOT analysis.

Table 7
SWOT analysis

Strengths	Weaknesses
<p>A wide range of educational programs: bachelor's degree - 63, master's degree - 33, PhD - 12 in the following areas: "Pedagogical Sciences", "Art and Humanities", "Social Sciences, Journalism and Information", "Business, Management and Law", "Natural Sciences, Mathematics and Statistics", "Information and Communication Technologies", "Engineering, Processing and Construction Industries", "Agriculture and Bioresources", "Services";</p> <p>Specialized accreditation of bachelor's and master's degree educational programs;</p> <p>4 higher schools and 14 departments, Higher College;</p> <p>Developed infrastructure and material and technical base;</p> <p>The presence of more than 600 secondary education institutions, TVET (Technical and Vocational Education and Training) institutions, as well as a large number of organizations and steadily developing enterprises in the region;</p> <p>Low level of corruption risks;</p> <p>Openness to cooperation with foreign and domestic centers, scientific schools, universities;</p> <p>Growth in international and national ratings;</p> <p>Availability of scientific infrastructure.</p>	<ol style="list-style-type: none"> 1. Three-level training in pedagogical specialties is not enough; 2. Insufficient experience in corporate governance, HR management and talent management; 3. Insufficient level of English language proficiency among students and faculty members (PPS) for the implementation of dual-degree programs and academic mobility of faculty. 4. Insufficient level of publication activity among faculty members and commercialization of scientific research results. 5. Insufficient level of student participation in scientific research and innovative activities of the University, startups; 6. Insufficient share of foreign students from the total number of students; 7. Aging of steped personnel. 8. Outdated educational and laboratory facilities in certain educational programs (Physics, Biology, Geography, etc.).

Opportunities	Threats
<p>Attracting talented personnel by optimizing the management structure and introducing a motivation system;</p> <p>Attracting talented young people from other regions and neighboring countries;</p> <p>Accreditation of new master's and doctoral programs, establishment of a dissertation council.</p> <p>Expansion of innovative bachelor's programs to train in-demand professionals in the region.</p> <p>Development of distance learning using</p>	<p>Leakage of qualified personnel to other cities;</p> <p>Insufficient level of training of applicants;</p> <p>Deterioration of the environmental situation in the region;</p> <p>Active policy of competitors;</p> <p>Negative impact of the social environment, destructive phenomena and social networks on the formation of the personality of future professional personnel;</p>

MOOCs and blended learning;
Creation of a business incubator and job opportunities in collaboration with the Chamber of Entrepreneurs of the East Kazakhstan Region and the “Damu” Fund for university students.
Effective use of the base of the national scientific laboratory of collective use to carry out current fundamental and applied research,

MISSION, VISION, VALUES AND PROSPECTS FOR THE DEVELOPMENT OF SOCIETY

Mission: We prepare highly qualified human capital for the sustainable development of the region, integrating education, science and industry.

The implementation of this mission is to train highly competent, socially responsible and competitive specialists with modern technologies, professional skills and experience, research and design activities that meet the regional and Kazakhstani requirements of the labor market.

In addition, the implementation of the mission provides for the formation of a single cultural, educational, intellectual and innovative space in the East of Kazakhstan, ensuring the quality of continuing education in accordance with national world trends and principles of the Bologna process.

Mission as a way of carrying out the functions of the University is revealed in the hierarchy of goals:

- at the global level, the university is guided by the challenges formulated by the UN and aims to increase human capital, objective knowledge and innovative solutions in the field of space exploration to improve the quality of life of people.
- at the national level, the university promotes the implementation of Kazakhstan's policy and aims to provide scientific, technological, socio-humanitarian and personnel support for the effective transformation of the economy of Kazakhstan in the face of new major challenges to achieve global leadership of the country in the field of high technologies and quality education.

- at the regional level, the university concentrates on the function of integrated development of the territory and aims at the socially oriented development of the region, ensuring its competitiveness through the organization of effective intersubject interaction (education-science-power-production), the improvement of the regional innovation ecosystem, the formation of regional segments of the digital economy, the achievement of a high concentration of talents in the region and the formation of highly spiritual and intellectually developed personalities.

Strategic vision: S. Amanzholov East Kazakhstan University is an innovative university that develops a high-tech educational, scientific and entrepreneurial environment based on the principles of sustainable development and social partnership.

For the successful implementation of the mission and vision of S. Amanzholov East Kazakhstan University, it is necessary to create a new model of the university based on the experience of the world's leading universities and national universities, which is aimed at training highly qualified, in-demand personnel and close cooperation with social and business partners in all spheres of activity, including within the cross- border territory with neighboring states.

The strategic goal is the transformation of the university into a recognized innovation and scientific hub of the Eastern region of Kazakhstan, which has a key impact on society and occupies a leading position in Kazakhstani education.

In response to the challenges of the time, realizing the goals of national development and contribution to regional development in the format of global cooperation and collaboration, the University bases the Development Program on the following values:

- *Heritage value: continuity of generations of university research, programs, schools, educational priorities and fundamental life values, historical memory and national heritage;*
- *the value of science and innovation: the upward advanced development of everyone for the sake of creating innovations in the field of education, science and culture and for the formation of common national goals and global interests;*
- *the value of equality: equality of opportunity for everyone in the formation of their own life and educational path and consolidation of their efforts in professional communities;*
- *the value of the future: the desire to create the desired, manageable future and preserve it for the sake of future generations;*
- *the value of integrity is unity in all aspects - academic, research, managerial, social and student life of the university.*

Prospects for the development of the university - transformation into an innovative university in the direction of development of academic excellence in the region, integration of scientific activities, business and education, creation of a social ecosystem and implementation of the third mission of universities, digitalization and automation of all business processes of the university. Strategic directions will develop through:

Increase in the number of educational programs taking into account professional standards and regional career maps, interdisciplinary and innovative educational programs, SOPs, dual degrees, micro-credential programs, and micro-degrees.

Increase in the number of undergraduates and doctoral students, including the introduction of MBA programs.

Implementation of the concept of lifelong learning, expanding the range of non-formal education programs.

Obtaining a license for online training in the main areas of training.

Improving the pedagogical skills of teachers, the quality of digital educational content, full integration of the MOOC into the educational process.

Sustainable socio-economic development of the region through the integration of scientific activity, business and education.

Creation of a scientific-strategic and international hub in the East of Kazakhstan.

Creation of an R&D center, innovative scientific laboratories, commercialization of scientific developments and technologies.

An increase in the share of funding for scientific research from the total budget of the university and a decrease in the workload for the teaching staff qualified as a "researcher".

High-quality representation of the university in international ratings.

Ensuring the availability of English-language programs, courses, events for students, including foreigners, as well as awareness of the achievements of the university for the English-speaking audience.

Increasing the number of international educational and scientific projects in which representatives of the university participate.

Development of the university's digital ecosystem.

Implementation of the third mission of the university, through the creation of a social ecosystem and the formation of social responsibility, patriotism and leadership qualities among young people.

STRATEGIC DIRECTIONS, GOALS AND OBJECTIVES FOR THEIR ACHIEVEMENT, TARGET INDICATORS

The choice of strategic directions of the University Development Program for 2024 - 2029 is determined by its mission, vision and priorities for the development of Kazakhstan society, science, economy and the system of higher and postgraduate education, strategic documents of the Republic of Kazakhstan in the field of higher education. Based on this, the following strategic directions, goals, objectives and expected results have been determined. In addition, the sustainable development of the University can be ensured only if the threats and risks that depend on external and internal factors are consistently overcome, the achievement of target indicators and

indicators are monitored and the step-by-step Roadmap for the implementation of target indicative indicators is monitored.

Forecast indicators are presented in accordance with the main stages of the implementation of the Development Program of the S. Amanzholov EKU for 2024-2029.

Main directions, ways to achieve the goal of the Program. To implement the mission and achieve the goal, the following strategic directions of the University's development have been identified.

3.1. STRATEGIC DIRECTION "ACADEMIC EXCELLENCE IN THE REGION".

Goal: To achieve a high level of quality of higher and postgraduate education that meets the needs of the regional market of educational services and corresponds to the national and global trends of modern education.

Task 1. Formation of an adaptive model of personnel training in accordance with the needs of the region with developed professional and IT competencies, soft skills

Task 2. Introduction of talent management in order to form a pool of highly qualified scientific, pedagogical, administrative and managerial personnel.

Task 3. Increase in the percentage of employment of University students by qualifications received and development of a graduate support system for five years after graduation, upgrade of competencies.

№ p/p	Target indicators	u.m	2023 year	2024 year	2025 year	2026 year	2027 year	2028 year	2029 year
1.1	The proportion of teaching staff who have completed advanced training and an internship abroad	%	62,0	65,0	66,0	67,0	69,0	71,0	73,0
1.2	The share of employers and representatives of business structures involved in the educational process from the total number of teaching staff	%	22,0	31,7	32	32,3	32,7	33,0	33,5
1.3	Educational services in the field of higher and postgraduate education		7 858	7 900	8 000	8 100	8 200	8 300	8 400
1.4	Educational services in the field of technical and vocational education	P.	926	1 000	1 100	1 200	1 300	1 400	1 500
1.5	The proportion of employed graduates in the first year after graduation	%	98	98,0	98,1	98,2	98,3	98,4	98,5

1.6	The proportion of those who entered the university with the signs "Altyn Belgi", winners of international Olympiads and competitions of scientific projects of the last three years, winners of the presidential, republican Olympiads and competitions of scientific projects of the current academic year (awarded with diplomas of the first, second and third degrees) of their total number	%	3,5	4	4,5	4,8	5	5,2	5,5
1.7	The share of innovative EP developed by order of industry associations and enterprises	%	3,5	4,5	4,7	4,9	5,0	5,3	5,5
1.8	The number of students in the programs of the Silver University	P.	25	30	35	40	50	60	70
1.9	Number of students in non-formal education programs (except Silver University)	P.	193	200	250	300	350	400	450
1.1 0	The number of students in non-formal education programs aimed at improving digital literacy at the age of 6-74 years	P.	70	100	120	150	180	200	250
1.1 1	The number of programs included in QS-BY SUBJECT	units	-	1	2	3	4	5	6

3.2 "INTERNATIONALIZATION AND INTERNATIONAL POSITIONING" STRATEGIC DIRECTION

Goal: To become a leading and recognized university fully integrated into the global science and education space through the development of international partnerships, academic exchange, joint scientific research, and participation in international educational and scientific initiatives.

No	Target Indicators	Mea sure men t Unit	2023	2024	2025	2026	2027	2028	2029
3,2	Share of foreign student in higher education institutions relative to the total number of students	%	0.8	1.2	1.5	2.0	2.5	3.0	3.5
3,3	Share of doctoral degree holders among faculty members	%	1.7	1.9	2.0	2.2	2.4	2.6	2.8
3,4	Number of students participating in academic mobility programs abroad for at least a trimester, semester, or academic year	%	0.03	0.05	0.10	0.13	0.16	0.20	0.22
3,6	Share of students who went abroad for academic mobility programs for at least a trimester, semester, or academic year	%	0.1	0.3	0.5	0.7	0.9	0.10	1.2
3.7	Number of international educational programs in English within higher education institutions	unit s	0	1	3	4	5	7	10
3.8	Share of international scientific projects among the total number of research projects	%	1	2	2.5	3	3.5	4	5
3.9	Numbers of joint educational programs with universities ranked in QS Top-700	unit s	1	1	3	5	7	9	11
3.10	Establishment of centers, branches ,and representations of foreign partner universities	unit s	1	1	2	2	3	4	5

3.11	Position of the university in the QS-WUR ranking	rank	-	1500	1500	1400	1300	1200	1000
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1. Objective: Promote the university's brand internationally by participating in major rankings such as QS and THE at the level of cross-border cooperation with the region's neighboring countries.

2. Objective: Enhance international academic mobility for students and faculty, attract foreign students for training, and develop expertise.

3. Objective: Expand international research activities through active participation in international programs and projects such as Erasmus+, Horizon, Orkhun, and others.

3.3 Target Indicators and Metrics of the Strategic Direction

Strategic Direction 3.4 "Development of the Social Ecosystem"

Objective: To shape individuals based on the values of the "Perfect Human" philosophy, fostering active civic engagement, social responsibility, patriotism, high moral standards, and leadership qualities among the youth.

Task 1: Implement the "third mission" of universities and prepare students for active social life by enhancing their social competencies and leadership skills.

Task 2: Create conditions for personal development and physical health preservation of students through the modernization of social infrastructure.

Task 3: Foster an anti-corruption culture and intolerance towards destructive phenomena in society, such as alcoholism, drug addiction, and ludomania.

Target Indicators and Metrics for Strategic Direction 3.4

Nº p/p	Target Indicators	Unit of Measurement	2023	2024	2025	2026	2027	2028	2029
4.1	Level of conditions created for inclusive education in the university	%	91	91,5	92	94	95	97	98
4.2	Proportion of students involved in organized public activities	%	70	75	80	86	88	90	92
4.3	Number of beds in student dormitories	Ed.	2050	2050	2050	2050	2050	2050	2050
4.4	Degree of satisfaction among students and teaching staff with educational services and the ecosystem	%	75,0	75,5	76,0	76,5	77,0	77,5	78,0

Strategic Direction 3.5 "Development of the Digital Ecosystem and Modern IT Infrastructure"

Objective: To develop the university's modern digital infrastructure to ensure 100% support of educational services and scientific research, and to automate all business processes.

Task 1: Establish modern IT infrastructure and create educational and scientific

laboratory facilities.

Task 2: Transition to a SMART university through the development of new platforms and databases using innovative technologies.

Task 3: Complete the automation of university business processes and the digitalization of library services.

Target Indicators and Metrics for Strategic Direction 3.5

Nº p/p	Target Indicators	Unit of Measurement	2023	2024	2025	2026	2027	2028	2029
5.1	Proportion of students using global digital libraries in the educational process	%	91	91,5	92	94	95	97	98
5.2	Proportion of educational programs utilizing global digital libraries during implementation	%	70	75	80	86	88	90	92
5.3	Number of digitized educational and research services	unity	2050	2050	2050	2050	2050	2050	2050
5.4	Number of new digital platforms	%	75,0	75,5	76,0	76,5	77,0	77,5	78,0

Strategic Direction 3.6 "Increasing Transparency in Management and Financing Systems"

Objective: To create an effective university management system based on the corporate governance ideology of the joint-stock company (KAZNPU) model.

Task 1: Implement a mechanism for the participation of faculty members and students in university governance based on international experience, under academic and managerial autonomy.

Nº p/p	Target indicators	u.m	2023 year	2024 year	2025 year	2026 year	2027 year	2028 year	2029 year
6.1	The share of attracted investments for the development of the university from the total income of the university, including within the framework of the endowment fund	%	0,03	0,05	0,07	0,08	0,1	0,12	0,14
6.2	The share of financial resources spent on updating educational and scientific equipment	%	11,4	11,5	11,6	11,7	11,8	11,9	12,0

4. EXPECTED RESULTS

By 2029, the University will become the core of the development of the East region of Kazakhstan in the format of a consortium of higher education institutions and enterprises, creating a regional scientific-educational and innovative ecosystem with a sustainable position in development and high-quality education that is open to the global world.

By 2029, the university will advance in the international QS WUR and THE rankings

to reach the top 1000.

By 2029, the university will ensure the production of innovations and scientific products in the field of education and research for national socio-economic development.

By 2029, the university will become the academic excellence center in the region and successfully prepare specialists at the bachelor's, master's, doctoral, and postdoctoral levels.

By 2029, the university will become a SMART university with highly developed IT infrastructure and a digital ecosystem.

By 2029, the university will establish extensive international partnerships with foreign universities, research institutes, and scientific centers, actively promoting academic mobility, participation in Erasmus+, Horizon projects, etc.

By 2029, the university will increase its development investment by 50% compared to the 2023 baseline. By 2029, the university will implement large-scale programs and projects related to the “third mission of universities,” which has a significant impact on society and places the university in a leadership position in Kazakhstan’s education sector.

5. MANAGEMENT OF THE PROGRAM IMPLEMENTATION

The management system for the implementation of this development program will be based on a horizontal-network model, decentralizing and delegating powers to the key structural departments and project teams. The program’s head will be the Chairman of the Board, who is also the university rector, responsible for the execution of activities and final outcomes. The rector will determine the forms and methods of managing the implementation of this program.

Operational management of the program’s implementation will be carried out by the university’s administration. The main functions of the administration in the implementation of this program include: monitoring the activities of design and working groups; coordinating resources across all strategic directions within this program; preparing reports and conducting content and financial analysis of the program’s implementation; and regularly publishing news and materials on the university’s information resources and mass media.

During the implementation of the program’s strategic directions, working and project teams will be created as part of the changes in the front-office operations.

The university’s Board of Directors and Scientific Council will evaluate and monitor the implementation of this program, meeting at least once a month to review the draft report on the execution of the university’s Financial and Economic Service plan in the context of the program’s implementation.

The implementation monitoring of this program will be carried out by the Accreditation and Strategy Department, which will audit the implementation of strategic planning figures, review materials related to the progress of the program’s implementation, and develop recommendations for priority activities within this program.

6. RESOURCES

Total funding for the 2023-2029 period:

2023-2024 – 2.5 billion KZT

2024-2025 – 3.2 billion KZT

2025-2026 – 4.1 billion KZT

2026-2027 – 4.8 billion KZT

2028-2029 – 4.8 billion KZT Funding sources for the program:

The national budget, local executive authorities;
Funds from organizations, enterprises, and individuals based on agreements;
Funds for training and retraining citizens of the Republic of Kazakhstan under contractual work;
Special funds allocated by international scientific and educational foundations and organizations;
Revenues from the implementation of scientific clusters, commercialization of innovative projects, entrepreneurial activities, spin-offs, and startups;
Charitable donations from sponsors, voluntary contributions from legal entities and individuals, endowment funds, patronage, and other sources permitted by the legislation of the Republic of Kazakhstan.

7. ABBREVIATIONS AND GLOSSARY

UNIVERSITY – "Sarsen Amanzholov East Kazakhstan University" non-profit limited company;

Ministry of Science and Higher Education of the Republic of Kazakhstan

(MSEHE) – The central executive body of the Republic of Kazakhstan responsible for leadership and inter-sectoral coordination in the field of higher and post- secondary education;

Committee for Quality Assurance in Education and Science under MSEHE – A committee within the Ministry of Science and Higher Education of Kazakhstan overseeing quality assurance in education and science;

Ministry of Finance of the Republic of Kazakhstan, Committee for State Property and **Privatization** – Governmental body responsible for managing state property and privatization matters;

Development Program – A document outlining the main directions of an organization's medium-term development, its mission, vision, goals, and objectives, in line with Kazakhstan's state planning system;

Development Plan – A document identifying the key indicators of an organization's operations and financial activities for a five-year period;

Key Concepts Used in this Development Program:

Mission – The organization's core purpose in implementing public policy in its respective field;

Vision – The organization's future outlook based on the outcomes of the program's implementation. It may change as new trends and perspectives emerge;

Goal – The desired state of the organization at the end of the implementation period of the document;

Values – A brief description of the organization's moral and professional principles;
Key performance indicators – Direct and ultimate results of the organization's activities, as well as quality indicators (if applicable);

Direct result indicators – Quantitative measures of the solution level to a problem, representing the volume of output produced by the organization;

Ultimate result indicators – Indicators that reflect the organization's progress in achieving the goals and objectives identified in the development plan;

Quality indicators – Indicators showing the degree of compliance with specified requirements and the expectations of customers (end users);

The Ministry of Science and Higher Education of Kazakhstan is the central executive authority responsible for coordinating and overseeing the field of higher education and post-secondary education in Kazakhstan;

Goal – The essential condition needed to ensure the implementation of objectives and the achievement of goals by the end of the planned period;

Target indicator – A numerical value that measures the level of achievement of a goal.