



STRATEGIC DEVELOPMENT PLAN OF AHMED YASAWI UNIVERSITY FOR 2019-2023 YEARS

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Turkestan-2018

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1. PREFACE

Khoja Ahmed Yasavi University was established on June 6, 1991 on behalf of the First President of the Republic of Kazakhstan (Decree No. 329 of June 6, 1991). The presidential decree states that the International Kazakh-Turkish University is not only a center for uniting two fraternal peoples, but also a center for world educational space. On October 31, 1992, in Ankara, an agreement was signed between the Republic of Kazakhstan and the Republic of Turkey on the establishment of the International Kazakh-Turkish University in the city of Turkestan.

On December 23, 2010, an agreement was signed on amending the Regulation on the activities of the IKTU by Kh.A. Yasavi clarified the rights and obligations of states in relation to the activities of the university. The new agreement and the protocol, which is an integral part of it, was ratified by the Parliament of the Republic of Kazakhstan on January 9, 2012 (Egemen Kazakhstan newspaper, January 17, 2012)

The International Kazakh-Turkish University is the first university of the highest level among Turkic-speaking countries. The university has representatives from 41 Turkic peoples from 17 countries of the world. At the university, more than 8 thousand students receive education in Kazakh, Turkish, Russian and English, educational activities are carried out in 54 undergraduate majors, 30 magistracy specialties, 11 PhD doctoral specialties, 5 residency specialties and 6 internship specialties.

In addition to the Turkestan campuses, the university's educational base, located in Shymkent and Kentau, as well as the research and development center in Almaty, is successfully functioning and contributing to the development of education and science. Distance education programs (TurTEP) successfully operate in Turkish, whose coordination and management staff is located in Ankara and Istanbul.

The university is managed by the Plenipotentiary Council established by agreement of 2 states: Kazakhstan and the Republic of Turkey, which consists of 10 people. The administrative and academic infrastructure of the university is determined in accordance with the Decree. The highest authority that decides on financial and academic areas is the Authorized Council; academic control is exercised by the senate of the university, administrative, economic, academic and financial control - the rector of the university and the first vice-president; the competence of financial control is exercised by the financial control commission.

Corporate management of the university is based on the principles of academic freedom, transparency, accountability, equality and responsibility, as well as standards of academic analysis and quality assurance in Kazakhstan and Turkey, the laws of the Republic of Kazakhstan "On Education", "On Science", the State Program for the Development of Education and Science in Kazakhstan 2016-2019, the strategic plan of the Ministry of Education and Science of the Republic of Kazakhstan for 2017-2021, the Strategic Development Plan of the Republic of Kazakhstan until 2025, the Message of the President of the Republic of Kazakhstan N. A. Nazarbayev to the people of Kazakhstan. Strategy "Kazakhstan-2050": a new political course of the established state.

The university has implemented a three-level system for undergraduate-master's doctoral studies (residency) in accordance with the requirements of the Bologna process, such as access to the European education system, improving the quality of education, improving the integrity of students and teaching staff by adopting an appropriate higher education system, using a credit system, issuing a European diploma to graduates of Kazakhstani educational institutions.

For the talented youth of Kazakhstan, Turkey and Turkic-speaking peoples, under the same shanyrak, in accordance with the requirements of modernity, the world's first international Kazakh-Turkish teaching

standards were created, feelings of friendship and fraternity to the Kazakh people, the organization of educational services are instilled in students of all countries studying at the university for young people from foreign countries and Turkic communities and brothers from the Kazakh diasporas.

In accordance with the Law of the Republic of Kazakhstan dated July 4, 2018 No. 171-VI “On Amendments and Additions to Certain Legislative Acts of the Republic of Kazakhstan on Expansion of Academic and Managerial Independence of Higher Schools”, to the program of development of education and science of the Republic of Kazakhstan and to regulatory and legal acts are amended and supplemented. In particular, changes have been made on the granting of academic freedom to higher education organizations.

In this regard, one of the main institutional tasks of the University of Ahmed Yasawi is currently the high-quality training of students in accordance with modern requirements, the preparation of competitive specialists, improving the image of the university and effective corporate governance.

Internal analyzes

Priority areas: modern trends in higher education are becoming the main principles of educational institutions. They are:

- national and European qualifications framework in education;
- internationalization of knowledge;
- academic mobility;
- quality assurance system for higher education;
- European Diploma Supplement (DIPLOMA SUPPLEMENT);
- effective management. Strategic planning; - principles of corporate governance; - oriented student learning: stimulating student activity in the learning process; - educational programs: trends, results, quality; - the paradigm of student-centered learning.

Urbanization of Turkestan and the active participation of the university in urban transformation, the transformation of Turkestan into a regional center, the provision of social services for the population by the university, research and innovation work in the Botanical Garden of the University, collaboration with state and public institutions, organization and development of distance education programs in university, organizing regional, republican and international events, promoting the university and forming the prestigious image of the university - this is a list of necessary actions that need to be put into practice. At the same time, it is necessary to establish cooperation with other universities and to intensify work with local authorities and public associations, to create joint projects. In addition, in order to eliminate shortcomings in language learning and the development of scientific potential, it is necessary to send university specialists abroad, plant green areas at the university, promote the active participation of teachers and citizens in various activities, optimize and improve the state of educational and social buildings. So, according to the world's leading experts in the field of higher education, a university can reach a world level based on three important factors that complement each other. These are: (a) a high concentration of talents (teachers and students), (b) the sufficiency of resources necessary to create full-fledged conditions for learning and conducting advanced scientific research, and (c) the system of management of the organization of higher education that is necessary for the development of strategic innovations. In a globalizing world, employment rates for university graduates are very important. In order to achieve this, it is important that the teacher of students should not be only professional, but also perfectly fluent in foreign languages, at least one foreign language. The University pays great attention to this issue, provides faculty members with the opportunity to undergo internship abroad, organizes practice-oriented courses within the institution.

University achievements:

- The presence of the international status of the university. - There are 973 faculty members with higher education, with educational and research activities. - In an educational institution, except Kazakhstan,

1380 foreign students study (15% of the total contingent). - In addition to Kazakhstan and Turkey, representatives of 41 Turkic ethnic groups from 17 countries of the world study at the university. - Students have two state educational grants provided by the Republic of Kazakhstan and the Republic of Turkey.

- The first multi-university university of international level in Kazakhstan, in its structure training medical specialists. - The presence of modern campuses at the university, infrastructure, clinic, providing medical services, a botanical garden. - For the period 2014-2018. Accreditation of educational programs (from 106 to 91) by the Independent Agency for Quality Assurance of Education (Astana). - Availability of the “Language Improvement Course (Foundation)”, the organization of free language courses for students under the Turkish grant.

- Availability of international experience TurTEP and KazTEP, influencing the development of a new format of distance learning and its widespread use in the educational process. - Transformation of the city of Turkestan into the regional center and its fame as the capital of the Turkic world.

SWOT ANALYSIS

	S(strengths) – Сильные стороны (потенциально позитивные внутренние факторы)
1.	The presence of the university of international status and the ability to use financial and intellectual resources of the Republic of Kazakhstan and TR
2.	The first multi-university university of international level in Kazakhstan, in its structure training medical specialists
3.	Presence at the University of modern campuses, infrastructure
4.	Availability of two state educational grants for students provided by Kazakhstan and Turkey
5.	The university is attended by representatives of 41 Turkic peoples from 17 countries of the world, 15% of those studying at the university are foreign students
6.	Accreditation of educational programs (from 106 to 91)
7.	Implementation of quality management and its stable implementation
8.	Putting into operation a new library that meets modern requirements, availability of international scientific databases of full texts
9.	Exchange of European experience and methodologies through foreign professors and specialists, their invitation to the university to use new innovative technologies in education
10.	The presence of programs focused on teaching students the English and Turkish languages, the presence of the “Language Improvement Course (Foundation)”, the organization of free courses for students under the TTE grant
11.	Memoranda and close cooperation agreements with leading institutions of higher education in the Republic of Turkey
12.	The presence of a system of evaluation of labor and incentives based on the results of the work of the faculty, departments and faculties
13.	The presence of a well-equipped Simulation Center, designed to develop clinical skills and assess medical students
14.	Availability of international experience TurTEP and KazTEP, influencing the development of distance learning in a new format and its widespread use in the educational process
15.	Updating and development of the system of adaptation of talented and gifted young people to scientific research (“Yasawi Subject Olympiad”, direct connection with the Daryn Republican Scientific and Practical Center)
16.	Concentration at the university of youth representatives of Turkic-speaking countries and communities
17.	Transformation of the city of Turkestan into a regional center and its fame as the capital of the Turkic world

№	W (weakness) - Weaknesses (potentially negative internal factors)
1.	The quality of educational programs is low, their practical focus is on an inadequate level (there is no analysis of stakeholders based on reports provided by all faculties, a survey was not conducted to determine employers' needs for specialists and satisfaction with their quality).
2.	The working curricula of pedagogical specialties do not take into account innovations that are currently being implemented in secondary schools in Kazakhstan, Turkey, Turkic-speaking countries and communities (updated education, criteria-based assessment, critical thinking, etc.)
3.	Weakly use modern methods of organizing the educational process, active forms of learning and new technologies (the Institute of Continuing Education very rarely held training seminars with faculty and staff).
4.	Training is not implemented in technical and other specialties that are oriented towards the needs of the university's environment (construction, architecture, agriculture, veterinary medicine, project management, IT, etc.). Mostly taught in the humanities.
5.	Since the teaching in English and Turkish is not sufficient, the rate of students from foreign universities wishing to study at our university is low. Professionally-oriented work enhances the image of the university, but it has many shortcomings.
6.	In the educational process there are few multilingual (multilingual) groups.
7.	Types of assessment of students' knowledge do not meet the requirements, knowledge control by 80% is carried out in writing
8.	There are violations of the rights of foreign students during the exam period and the subjective opinion of teachers during the evaluation of their knowledge
9.	The contingent of students other than medical specialties decreases every year; with an increase in the number of numbered groups, their educational trajectory becomes more limited.
10.	The analysis of the licenses of higher postgraduate programs showed a violation of the three-tier system of personnel training: there are the programs "Kazakh language and literature" and "Public health" at the doctoral studies, but they are not in the master's program.
11.	Lack of a two-degree educational program
12.	Weak indicator of the preparation and implementation of the dual training program in the educational process
13.	Ineffective doctoral work. Weak indicator of timely doctoral dissertation defense, only 10-20% of graduates defended in time.
14.	Undergraduates and doctoral students violate the existing rules by working in senior positions in university departments
15.	Low enrollment at the expense of employers. For university graduates there is weak market demand, as a result of which they have to get low-paid jobs.
16.	Weak link between the university's training strategy and the Program for the Development of Turkic-speaking Countries, the underemployment of graduates in the labor market
17.	At a low level, monitoring the quality of the teaching staff, making decisions on the analysis and measures to improve the educational achievements of students in order to improve their level of knowledge.

18.	Lack of qualifications of teachers: a) poor learning of Turkish and English. Of the 377 tested, only 17.5% know English at a level of upper-intermediate and above. b) insufficient use of modern learning technologies - interactive methods and information technologies, training systems, case technologies, etc.
19.	The lack of systematic work to improve the skills of teachers and university staff. Teacher training is carried out formally, there are no modern HR methods for working with staff
20.	Due to the low level of proficiency in English and Turkish, students and teachers have very low opportunities to go abroad on the program of academic mobility, internships, participate in competitions of international funds
21.	For some specialties, there is a very low proportion of faculty with a scientific degree. The share of young teachers with a scientific degree is also small, about 42% of the teaching staff is young teachers under 40, of whom only 23% have a scientific degree.
22.	The manual has a shortage of faculty and specialists with world-class qualifications and experience who are able to plan and implement serious activities. The competence of the faculty and administrative staff is narrow (lack of basic, managerial and professional competencies for the implementation of educational and research activities).
23.	There are no plans for career and professional growth of administrative staff (determining the need for knowledge, participation in conferences, forums, development plans, independent assessment of the level of language proficiency and appropriate certification, horizontal and vertical staffing).
24.	Some employees of the university occupy two or more managerial positions or at the same time are employees of other institutions.
25.	The university's management system is slow, structural units repeat functions.
26.	Publishing activity at a low level: in the 2017-2018 school year, only 93 articles were published in impact factor journals, that is, 10 teaching staff only 1 article.
27.	The activities of 7 research institutes ineffective
28.	The activity of university scientists in terms of obtaining patents is low: there are only 10 patents for 900 teachers
29.	There is no modern innovation infrastructure in the university
30.	There are no mechanisms for working with business communities, government bodies and civil society institutions (community councils, schools, community organizations).
31.	There is no centralized automated system that provides efficiency and convenience in obtaining services for students and teaching staff.
32.	There are no modern laboratories that meet international requirements. The equipment of educational and research laboratories with the necessary equipment and computer technologies is low. Educational and laboratory facilities in physics, chemistry, biology and other specialties are outdated and have not been updated for 10 years.
33.	The qualification of teaching staff in the faculty of dentistry is very low, the technical equipment of the laboratories is insufficient (lack of dental chairs, laboratories, etc.).
34.	Insufficient book fund for specialties. The teaching and methodological support of the educational process is weak - only 23% of the books ordered in the 2017-2018 academic year were purchased. The annual renewal of the book fund is only 0.2%, whereas 5% is needed.

35.	It is necessary to diversify the sources of financing of the IKTU
36.	There are difficulties in providing housing for teachers, leading experts and practitioners invited to the university
37.	In the administrative apparatus adopted staff in excess of the restrictions. For example, the staff of executive management staff exceeds the standard (130 full-time jobs). When hiring, there are offenses - in some cases, employees were recruited who did not meet the qualification requirements
38.	Students are not fully provided with a dormitory (2000 places are required).

	O (opportunities) - Opportunities (potentially positive external factors)
1.	Expanding the scope of distance learning, online lectures and conferences via teleconference
2.	The possibility of introducing world experience into the university's management system through the improvement of professional qualifications in fields of management in foreign educational institutions under the programs of Bolashak, Mevlana, Erasmus, etc.
3.	Conducting practical classes on the production base of employers using a dual training system in order to increase the responsibility of employing institutions in training specialists and at the same time teaching students both in an educational institution and in production
4.	Transformation of practice-oriented educational programs based on the principles of the Bologna process, as well as the principles of "Plant-University" and "Major and Minor"
5.	By increasing the number of disciplines conducted in English and Turkish, there is the possibility of increasing the number of students arriving from foreign universities under the program of academic mobility
6.	The possibility of differentiated accessible quality education by improving the quality of distance learning and its widespread introduction into the educational activities of the university (KazTEP curricula, blend training).
7.	The possibility of increasing the share of graduate teachers through targeted training in Turkey for graduate programs and PhD doctoral programs.
8.	The possibility of active participation of scientists and teachers of the university in research and grant competitions (committee of science, foundation of the First President of the Republic of Kazakhstan, TUBITAK, TIKA, Presidency for Turks and Related Communities (YTB), etc.)
9.	The possibility of organizing large-scale scientific events (quality material and technical base, hotel, palace of culture, library, clinic, etc.)
10.	The possibility of cooperation with foreign research institutes, establishing relationships with leading international universities and implementing joint research projects.
11.	The focus of scientific research, master's and doctoral dissertations of an applied nature on the solution of specific economic, financial and government problems in the Republic of Kazakhstan and other Turkic-speaking countries and communities.
12.	The possibility of optimizing financial sources, the creation and development of the university endowment.
13.	Creation of research clusters and opening of the ThinkTank Center.
14.	The possibility of activating youth policy, the provision of volunteer services and the implementation of social projects.

15.	The ability to run a full university website and timely publication of relevant information in four languages (Kazakh, Turkish, English and Russian) for the worldwide recognition of our university.
16.	The possibility of creating between the Turkic countries a network university based on IKTU.

2. MISSION, PERSPECTIVE, BASIC VALUES

Mission

To become a leader among Turkic-speaking states and communities in the field of innovative education and research.

Vision

The best university among universities in the world and by national rating in Kazakhstan.

Basic values

All activities conducted at Akhmed Yassawi University are carried out within the following values:

1. Spiritual renewal: Human values, spiritual wealth, youth education, the formation of a patriotic spirit, preserve the national identity, clarity of consciousness.
2. Friendship, equality and tolerance: The University carries out all its activities regarding friendship, equality and cultural differences between the founding states and demonstrates mutual tolerance.
3. Transparency. Training activities are carried out in good faith with organizations / institutions (works) that establish relationships with the university.
4. Integrity - awareness of scientific, pedagogical and administrative staff of the institution of legal knowledge and legal culture.
5. Professionalism: the degree of professionalism of the teaching staff, high qualification, discipline and developmental ability of students.
6. Innovation: the formation of new ways of learning, new planning, designing, acquiring knowledge through active spiritual activity of the teacher.

3. STRATEGIC DIRECTIONS, GOALS AND OBJECTIVES

The strategic plan, covering the period from 2019 to 2023, is the third (after plans 2009-2013, 2014-2018), which from the point of view of international cooperation is intended to transform our university into an authoritative and exemplary international educational institution with a high image.

The strategic development plan aims to ensure that the quality of education, research, human resources, public services and infrastructure meet international standards.

The main priority of Akhmed Yassawi University is education.

Along with research work, the special place university has is in the services provided in the field of business partnership.

The main task of the radical changes in recent years in the educational policy is the provision of high-quality educational services to universities of Turkic-speaking countries and communities, as well as Kazakhstan and Turkey.

Our university is constantly developing and is one of the leading universities. Therefore, in order to increase our university's numbers of students are increasing the number of new professions which

demand priority specialties (architecture, construction, agronomy, veterinary medicine, project management).

Due to the high demographic development in the country, young people who want to study in higher educational institutions are growing every year.

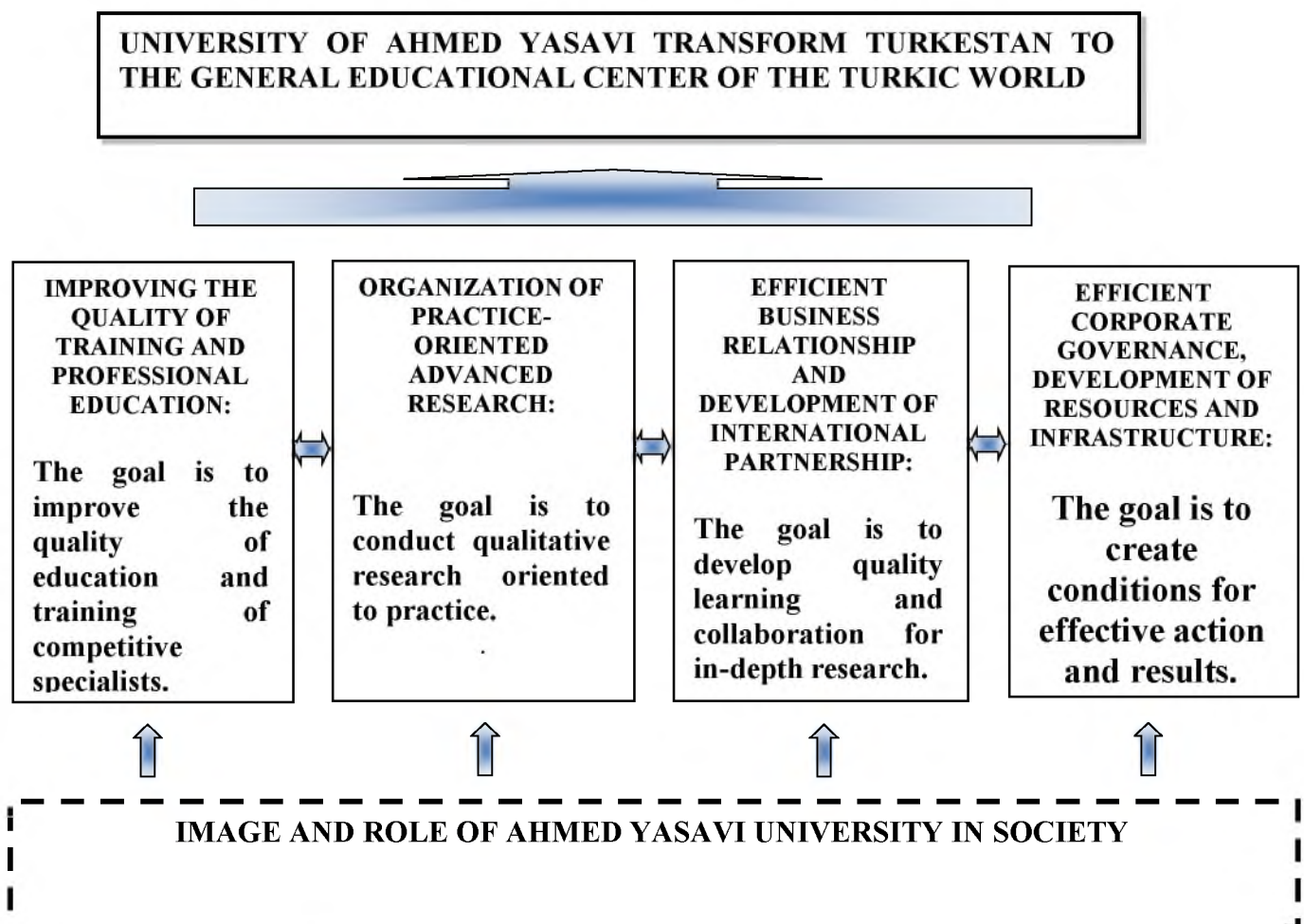
That is why there is a tendency to increase the number of students at the university.

In Turkestan, there is the only university of Akhmed Yassawi.

Therefore, an educational institution should not only meet the demand and constantly growing educational services in this region, but also contribute to the economic development of the city.

Strategic Plan for 2019-2023 includes four areas:

- improving the quality of training and vocational education;
- the organization of practice-oriented cutting-edge research;
- effective business relations and the development of international partnerships;
- effective corporate governance, development of resources and infrastructure.



The development and further improvement of the strategic plan will continue in connection with the tasks and global changes facing the staff of the university.

4. IMPROVING THE QUALITY OF TRAINING AND PROFESSIONAL EDUCATION

New approaches and techniques in the educational process is the result of interactive collaboration between the teacher and the student for the practical use of theoretical knowledge.

Thanks to the new educational programs, the theoretical knowledge is refracted by practical skills.

The content of the discipline should take into account international experience, and instead of traditional training, trainings are conducted using situational practical tasks and modern technologies of management. Inducted new ways of forming a contingent of students.

Strengthening the requirements for vocational training and the introduction of a new format of entrance exams create favorable conditions for the development of individual abilities of students.

Refreshers courses take into account the characteristics and sectorial needs of the profession, and also contribute to the professional development and improvement of the qualification level of students.

GOAL: improving the quality of education and training of competitive specialists.

Tasks:

- Synchronization / harmonization of educational programs with modern requirements;
- Development of the quality of education and innovation potential;
- To increase the number of students and the quality of specialists;
- Formation and development of high quality personnel potential.
- Spiritual update. Development of youth policy and student initiatives.

As a result of solving problems:

- educational programs are accredited by international agencies;
- educational programs must comply with modern requirements;
- formed competencies in the learning process;
- a highly qualified level of faculty is formed, which owns modern design and information technologies, as well as interactive methods;
- practical tasks and case studies will be introduced into the educational process;
- the results of research projects of students and doctoral students will have practical application.

5. ORGANIZATION OF PRACTICE-ORIENTED ADVANCED RESEARCHES

Along with the educational process, the research component of the educational institution is being improved. Educational activities should be accompanied by research conducted by teachers. The quality and dynamics of research should be interconnected with the rapid changes occurring in the global economic and political space.

Practice-oriented research and the quality of education are essential for competitiveness.

Purpose: improving the quality of research.

Tasks:

- organization of advanced research;

- introduction into practice and commercialization of the results of scientific and innovative research.

As a result of the implementation of the tasks:

- the results of studies on thematic clusters will be implemented in the educational process;
- patent applications for applied research will be filed;
- the number of publications in high-rated scientific journals will increase;
- international conferences, round tables, forums devoted to current issues will be held.

6. EFFECTIVE PARTNERSHIP AND DEVELOPMENT OF INTERNATIONAL PARTNERSHIP

For effective partnership and cooperation, our university strives to improve existing practices and the best international experience.

In this regard, the ways of international cooperation are being actively considered. The transition to strategic institutional partnerships will enhance the overall institutional capacity of the institution.

Purpose: to develop partnerships for quality education and advanced research.

Tasks:

- to establish effective partnerships with the public and organizations, universities of Turkey, the international community;
- participation in regional, national, international projects.

As a result of the implementation of the tasks:

- international organizations, centers, specialists are involved in cooperation, co-contractors are determined;
- scientific, methodological and expert-analytical support is provided for various programs and projects;
- within the framework of state policy, national educational and joint research, interact with universities of Turkey, Nazarbayev University and other leading educational institutions, with business associations, stakeholders, the National Chamber of Entrepreneurs "Atameken" and foreign companies;
- opens the possibility of attracting investment in areas;
- expanding the practice of attracting for reading lectures representatives of the national and foreign business community, well-known public and political figures.

7. EFFICIENT CORPORATE MANAGEMENT AND DEVELOPMENT OF INFRASTRUCTURE AND RESOURCES

The modern infrastructure of the university includes the material and technical equipment of laboratories and classrooms, information resource centers, and open space offices that are aimed at developing new projects. It is such an equipped digital platform and E-university, SMART campus, that allows students, employees and teachers to realize the tasks set in the most professional way.

Purpose: to create conditions for effective and efficient activity.

Tasks:

- effective corporate management and competitiveness improvement;
- development of a general plan for construction and an increase in the university campus, infrastructure development;
- financial sources diversification;

- material and technical base modernization;
- digital transformation.

As a result of the tasks implementation:

- the IT structure of the university is updated and developed;
- modern software is systematically being introduced into the university activities;
- a permanent stay in the information space is ensured;
- equipped with the necessary equipment for effective and high-quality training;
- university activities are advertised in the media, social networks, websites;
- university rebranding.

8. STRATEGY IMPLEMENTATION MECHANISM

The Strategic plan implementation is associated with the active support of internal and external structural divisions, which play a certain role in the strategies implementation along with all administrative and economic (administrative) divisions and the educational process.

The development plan implementation is possible only when all managers beginning from the university president and the rector representative put in the forefront the implementation of the Strategic plan and provide full support to the teaching staff and administrative economic staff of the university.

The Strategic implementation mechanism will be realized through the Strategic Planning Council, the Strategic Planning and Quality Committee, the Strategic Planning Center and the Quality Assessment and Monitoring Center. The Center for Strategic Planning, Assessment and Quality develops and implements specific plans and programs for the relevant strategies implementation, approves and monitors plans implementation.

The Strategic Plan implementation of Akhmed Yassawi University for 2019-2023 is constantly monitored by the Center for Strategic Planning, Rating and Quality and reports to the Strategic Planning and Quality Committee with relevant amendments and recommendations on the work done.

The Strategic Planning and Quality Committee consists of departments and administrative - economic (management) departments related to the educational process, with the right to put into effect developed plans and programs. The Strategic Planning and Quality Committee checks the university strategic plans implementation across all sectors, prepares plans for implementation and provides relevant information collection for the plans implementation. The Strategic Planning and Quality Committee supports logistic and technically adapted administrative and business departments and departments related to the educational process, as well as other structural divisions in which interaction is established. For the active implementation of the Strategic plan, the necessary communication and cooperation must be established between the relevant departments.

The Strategic Planning Council is responsible for the strategy. The Strategic planning council is headed by a responsible person appointed by the university administration. At the meeting on the strategic planning, the results of the plans implementation and development indicators are evaluated in a comparative form. A strategic plan report is submitted to the Senate's Majilis or the university management council.

To implement the strategy:

- 1) working groups are organized (seminars, meetings, meetings, forums), monitoring is carried out on the strategy implementation and the Strategic plan realization;

2) systematic methodological and monitoring studies and official data are supplemented and updated by statistical strategies;

3) interrelated sections are introduced on program and project coverage of strategic areas:

- project management at all levels;
- expertise and implementation;
- qualification improvement;
- information and PR support;
- monitoring and assessment results;

4) presentation publications on the Strategy implementation are prepared.

The university development in accordance with the strategy will be carried out through the diversification of funding sources. The followings are considered as financing sources:

- budget financing;
- program-targeted and grant funding;
- financing through international organizations;
- additional paid educational services;
- other financing sources.

In the course of the strategy implementation, amendments may be made due to changes in the internal and external conditions of the university.

The strategy implementation management system consists of the following components:

- effective management of structural divisions engaged in the set tasks implementation;
- plan of events;
- resources provision, including financial;
- interaction coordination of the parties involved with each other;
- monitoring and control;
- results assessment;
- information support;
- amendment introduction to the strategy.

The corporate management structure of Akhmed Yassawi University includes:

- Plenipotentiary Board Strategy Planning Council.
- Majilis Senate;
- Management council;
- Strategic Planning and Quality Committee; Academic Committee, Scientific and Technical Committee, the Committee of Curators;
- Strategic Planning and Quality Committee; Academic Committee, Scientific and Technical Committee, the Curators Committee;

- In addition, there is an educational-methodical council coordinating educational-methodical and social issues, an academic commission, a financial control commission, an ethical and disciplinary commission, an anti-corruption commission, a trade union committee, a rating commission.

9. EXPECTED RESULTS

The consistent implementation of the priority directions of the strategic plan will ensure the university sustainable development in the field of education, practical innovative research, partnerships improvement and competitiveness improvement at the international, national and regional levels.

The strategy assessment is carried out by peer review and approval by the university administration at all stages of the implementation and taking into account the achievement level of the set goals.

Determining the suitability, consistency, ability to perform specific strategies that ensure the gradual promotion of the Strategy is possible through the following criteria:

- 1) phased strategy implementation (all milestones should be mutually consistent with the strategy and consistent);
- 2) a tendency to change the external environment;
- 3) suitability (suitability for risks, effects, expected results);
- 4) the Strategy implementation possibility (resource security);
- 5) competitiveness.

As a result of the strategic plan implementation:

- our university will enter the top 300 best universities by QS rating;
- diversification of financial sources, increase in extrabudgetary revenues, commercialization of research results, paid services provision, investments attraction, an endowment fund creation;
- optimization of the management system, reduction of administrative expenses by 20%, automation of all processes, transition to the Paper free system;
- education updating and training content redesigning, establishment of close contacts with employers, development of priority areas of technical, construction, agricultural specialties;
- an increase in admission to magistracy, doctoral studies to 200 and 50 places, respectively, an increase in the degree of young teachers to 40%, the proportion of teaching staff speaking Turkish up to 40%, the proportion of teaching staff speaking English up to 30%;
- The demand for graduates will increase to 90% and their salaries will rise to the average regional level;
- a cottage community will be built for students and teachers.

10. REGULATORY DOCUMENTS

This strategy of Akhmed Yassawi University for 2019–2023 is designed in accordance with the goals, objectives and main areas of the following regulatory documents:

1. Agreement between the Government of the Republic of Turkey and the Government of the Republic of Kazakhstan on the operating conditions of Akhmed Yassawi International Kazakh-Turkish University and the university charter.
2. Message of the President of the Republic of Kazakhstan N. A. Nazarbayev to the People of Kazakhstan "Strategy" Kazakhstan - 2050: New Political Course of the Established State ";
3. The National Education Ministry of the Republic of Turkey, the image of the future education-2023.

4. Strategic Plan of the Higher Education Council of the National Education Ministry of the Republic of Turkey, 2015.
5. Message of the President of the Republic of Kazakhstan N.A. Nazarbayev to the People of Kazakhstan “New development opportunities in the conditions of the fourth industrial revolution”, January 10, 2018;
6. Law of the Republic of Kazakhstan “On Education” dated July 27, 2007, No. 319;
7. Law of the Republic of Kazakhstan "On Science" dated February 18, 2011, No. 407;
8. Decree of the President of the Republic of Kazakhstan dated December 7, 2010, “On approval of the state program for the education development in the Republic of Kazakhstan for 2011-2020”;
9. Decree of the Government of the Republic of Kazakhstan dated March 26, 2014 No. 258 "On the strategic plan of the Ministry of Education and Science of the Republic of Kazakhstan for 2014-2018";
10. Strategic Development Plan of the Republic of Kazakhstan until 2025, February 15, 2018.
11. ENQA (European Association for Quality Assurance in Higher Education) standards and guidelines for guaranteeing the quality of higher education in the European space, 2015
12. Roadmap on the human capital development or the digital economy for the years 2018-2020, November 6, 2017.
13. Article of the Head of State N.A. Nazarbayev "Future Orientation: spiritual revival"
14. The project of an educational hub in Central Asia.
15. Law of the Republic of Kazakhstan of July 4, 2018 No. 171-VI "On Amendments and Additions to Certain Legislative Acts of the Republic of Kazakhstan on the Expansion of Academic and Management Independence of Higher Educational Institutions";
16. Message of the President of the Republic of Kazakhstan N.A. Nazarbayev to the People of Kazakhstan “Prosperity growth of the Kazakhstani people: increase in income and quality of life,” October 5, 2018.

ABBREVIATED WORDS

RK - Republic of Kazakhstan

TR-Republic of Turkey

MES RK-Ministry of Education and Science of the Republic of Kazakhstan

PC- Plenipotentiary Council

DACS-Department of the Agency of the Republic of Kazakhstan for Civil Service Affairs and Anti-Corruption in the Turkestan Region

HEO-Higher Education Organization

TICA- Turkish Development and Cooperation Administration

TUBITAK -Türkiye Bilimsel ve Teknolojik Araştırma Kurumu- Scientific and Technological Research Organization of Turkey

IELTS- International English Language Testing System

YUNUS EMRE – Yunus Emre Turkish Cultural Center

KazTEP - KazTEP Institute of Distance Education

TurTEP - TurTEP Institute of Distance Education

MM- mass media
EEEEA- External Evaluation of Educational Achievements
TS – Teaching staff
DAA- Department of Academic Affairs
SRCSM- Scientific Research Center for Spiritual Modernization
CSPRQ - Center for Strategic Planning, Rating and Quality
SPQC – Strategic Planning and Quality Committee
SPC- Strategic Planning Council
RI – Research Institute
SRW- scientific research work
CO- commercialization office
PCD - practice and career department
VGMD - vocational guidance and marketing department
CCEDL - Center for continuing education and distance studies
EPMC- educational program and methodological center
HSPAЕ-High School of public administration and Economics
PGEC –postgraduate education center
LSD- Legal Supervision Department
FD – Finance Department
EDC- Ethical and disciplinary commission
ROD- research organization department
All SD - all structural divisions
SH– Students’ house
EHC- educational and health complex
ECC- education and culture center
IC- Information Center
DPAD- documentation and personnel administration department
ChS- chief of staff
AMD- academic mobility department
IRC- information resource center
EAD – Economic Activity Department
EE Department - Electrical Engineering Department
IPC- Center of International Partnership
NChE «Atameken» –National Chamber of Entrepreneurs of the Republic of Kazakhstan "Atameken"

SD- structural division

**IMPLEMENTATION PLAN FOR THE STRATEGIC DEVELOPEMENT OF AHMED YASSAWI UNIVERSITY
FOR THE PERIOD 2019-2023**

Turkestan -2018

1-Strategic direction. Improving the quality of teaching and professional education.

Goal: Improving the quality of teaching and training the competitive specialists.

Task 1.1.Synchronization / harmonization of educational programs according to modern requirements.

Target indicators	Unit of measurement	Reporting periods (years)		Planning periods (years)					Responsible departments	Expected results
		2017	2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023		
1	2	3	4	5	6	7	8	9	10	11
1.Updating, preparation and regulating documents, governing the university activities	number	-	-	6	5	4	3	2	DA, VGMD, CCEDL, HSPAЕ, LSD, IPC, SD	Regulatory documents: University charter, Code of Ethics and Academic honor, Academic policy, admission rules to the university, system of monitoring and effectiveness results
2.Updating the content of curriculum disciplines by enhancing practical orientation and accounting competencies	%	-	-	100	100	100	100	100	DA, CCEDL, CCEDL, Dean's office, departments	Educational program
3. Updating curriculum topics in			-	100	100	100	100	100	АД, БББЖӨО,	Educational

accordance with strategic and training documents	%	-							МБЭЖМ, Dean's office, departments	program
4. Annual audit of educational programs in relevant areas	%	-	-	100	100	100	100	100	АД, БББЖӨО, МБЭЖМ,	Updated program
5. Implementation of educational programs in a foreign language.	number	-	-	3	4	6	8	10	АД, faculties, departments, ХСО	Education program
6. The share of post-graduate programs developed cooperated with teachers from foreign universities that are in the top 200 the world's best rated Times Higher Education World University Rankings	number	-	-	-	1	3	4	5	ЖБКББО, МБЭЖМ, ХСО, faculties, departments,	Postgraduate education programs
7. The introduction of the dual training system cooperated with Kentau Transformer Factory by specialties Electrical Power Engineering, IT, Economics, etc.	number	-	-	3	10	20	30	35	АД, БББЖӨО, МБЭЖМ, faculties, departments,	Education program
8. Percentage of educational programs developed on the basis of industry framework and professional standards	%	-	-	100	100	100	100	100	АД, БББЖӨО МБЭЖМ, departments	Education program
9. Education double degree programs	number	-	-	2	4	6	8	10	ХСО, АД, faculties, departments,	Education program

									БББЖӨО	
10. Preparation of education programs on Erasmus +, 3 + 1, 2 + 2, 1 + 1	number	-	-	1	1	-	-	-	ХСО, АД, ЖБКББО, МБЭЖМ, departments, БББЖӨО	Education program
11. Preparation of practice-oriented educational programs in accordance with the principles of "Major and Minor"	number	-	-	-	2	4	6	8	ХСО, АД, ЖБКББО, МБЭЖМ, departments, БББЖӨО	Education program
12. The introduction of distance learning programs within the KazTEP system:	number									Education program
- bachelor		-	-	-	20	30	35	40	ҮБҚО	
- master		-	-	5	7	8	10	11		
13. Number of education programs for advanced training of university staff to develop competencies	number	30	20	21	23	24	27	28	ҮБҚО	Education program
14. Opening of new educational directions and obtaining licenses:										
technical directions;										
- architecture, construction;										
- agronomy and veterinary medicine, public health, international law, etc.	number	-	-	3	2	2	2	2	АД, БББЖӨО, МБЭЖМ, faculties, departments	New directions

.											
15. Development of methods and innovative technologies for the assessment of knowledge and training, science, clinical methods, as well as conducting master classes, cases, trainings, workshops, implementation in the educational process	%	-	-	100	100	100	100	100	100	ВШГҮЭ, Dean's office, departments	Security
16. Education programs accredited by independent agencies (total 105)	%(number)	77(81)	86(91)	87(91)	87,5(92)	88(93)	89(93)	90(95)	90(95)	CPCO, faculties, departments	Accredited programs

Task 1.2. Development of innovative potential and quality of education

Target indicators	Unit measurement	Reporting periods (years)		Planning periods (years)					Responsible departments	Expected results
		2017	2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023		
1	2	3	4	5	6	7	8	9	10	11
1. The introduction of practice-oriented learning technologies (case method, brainstorming, business and role-playing games)	%	-	-	100	100	100	100	100	АД, БББЖӨО, МБЭЖМ, Dean's office, departments	Security

2. Preparation of practical cases in all academic subjects and programs.	%	-	-	50	75	100	100	100	ДА, БББЖӨО, МБЭЖМ, Dean's office, departments	Security
3. Training in all subjects - online-courses - content	Number %	-	-	20 60	25 70	50 80	60 85	75 100	ҚазТҮР, Head of the Department	Courses, contents
4. Preparation of educational and teaching materials	Number	220	325	335	350	365	385	400	МБЭЖМ, faculties, departments	Training manuals
5. Tutorials published under the heading of the MES RK	Number	-	-	-	1	1	2	3	МБЭЖМ, faculties, departments БББЖӨО	Textbooks
6. Introduction to the learning process "top 100 textbooks in the Kazakh language"	Number	-	-	17	25	50	75	100	ДА, БББЖӨО МБЭЖМ, faculties, departments	Implementation act
7. Expanding the practice of teaching subjects in Kazakh, Russian and English (for groups of poly-language learning)	(%)	-	-	55 20 15 10	50 20 20 15	40 20 20 20	35 15 25 25	30 10 30 30	АД, БББЖӨО МБЭЖМ, faculties, departments	Programs in Kazakh, Russian and English
8. Number of contracts with national and foreign organizations for student internships	Number	200	200 35	210 38	220 40	230 45	240 48	250 50	ХСО, ИТМБ, faculties, departments	contracts

		35								
9. Expansion of relations between the Clinical Diagnostic Center and the Faculty of Medicine, the use of clinical sites in the educational process.	%	-	-	50	100	-	-	-	DA, faculty of medicine, Ahmed Yasawi Clinic	Qualitative studying process
10. Organizing and conducting trainings, seminars based on innovative teaching methods for teaching staff	Number		-	20	22	25	27	30	МБЭЖМ, АД	Seminars and trainings
11. Opening of the Higher School of Economics and Public Administration	%	-	-	100	-	-	-	-	Administration	High school
12. Opening of the International Project Management Center	%	-	-	50	100	-	-	-	Administration, XCO	New center
13. The opening of the school "Young civil servant"	%	-	-	100	100	100	100	100	МБЭЖМ, БББЖӨӨ, MIA	school
	Number			20	30	30	30	30		
14. Average outcome of the TurTEP result	Percent	96	115	117	120	122	125	125	DA, МБЭЖМ, faculties, departments	points
15. Student satisfaction toward education quality	%	75	80	81	82	83	84	85	CPCO, МБЭЖМ, Dean's office, departments	survey results

16. Students satisfaction level toward university activities	%	65	70	72	74	76	78	80	СРСО, МБЭЖМ, Dean's office, departments	survey results
17. Opening the military department	Number	-	-	-	1	-	-	-	Administration, DA, faculties, departments	Military departments
18. Winner of the grant "The best teacher of the university"	Number	4	4	6	7	7	7	8	МБЭЖМ, faculties, departments, ФЗИ	The best teacher

Task 1.3. Improving the quality of specialists and increasing the contingent

Target indicators	Unit measurement	Reporting period (years)		Planning periods (years)					Responsible departments	Expected results
		2017	2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023		
1	2	3	4	5	6	7	8	9	10	11
1. Share of foreign students	%	15	15	16	17	18	19	20	ХСО, АД, КБЖМБ, preparatory faculty	Foreign students
2. Proportion of groups studying in a foreign language	Number	10	10	12	14	16	18	20	ДА, МБЭЖМ, faculties, departments, ХСО	Special groups
3. The share of students who have been trained for one academic period in foreign and national universities	%	3	3	3	3,5	4	4,5	5,0	ITC, MTR, Sports School, faculties	Student share
4. The share of students from foreign and national universities, trained at	%	0,4	0,5	0,5	0,6	0,6	0,7	1,0	ITC, MTR, Sports School, faculties	Student share

the university during one academic period (1 semester) in relation to the university contingent										
5. Increase contingent (Foundation, bachelor, master, internship, residency, doctorate)	man	7300	7200	9100	11000	12000	12000	12000	AD, KBMB MBEZHM, faculties, departments	Students
6. The share of applicants who are fluent in foreign languages, holders of the "Certificate with Honors", holders of "Altyn belgi", winners of subject Olympiads	number	125	150	160	170	180	190	200	MBEC, faculties, departments, KBMB	Holders of the "Certificate with Honors" and "Altyn belgi", prize-winners of the subject Olympiads
7. The share of applicants, holders of undergraduate grants of MES RK										Graduate students
8. Grants for graduate programs	Number	-	-	101	130	150	180	200	MBEC, faculties, departments, KBMB	Graduate students
9. Grants for the PhD program	Number	-	11	24	40	50	60	70	MBEC, faculties, departments, KBMB	Graduate students
10. Increasing the number of grants to the winners of the Yasawi	Number	81	77	90	95	100	105	110	АД, КБМБ	Graduate students

Republican subject Olympiad										
11. Students enrolled in graduate, residency and doctoral studies	Number	87 25	93 40	593 120 86	650 130 90	1000 140 100	1155 145 125	1350 150 150	MBEC, faculties, departments	Students
12. The level of employment of university graduates - including the share of those trained by the state order		% %	70 -	67 -	75 85	77 90	80 91	82 92	ITMB, KBMB, faculties, departments	Graduate employment
13. The average salary level of graduates	1000 tenge	-	43	80	100	110	120	130	ITMB, IBEZHM, faculties, departments	Salary amount
12. The level of satisfaction of employers with the quality of specialists		%	84	85	90	91	92	93	ITMB, IBEZHM, department	Survey rates
13. Examples of international scientific competitions, creative competitions.		man	27	30	32	34	36	38	MBEC, faculties, departments	Prize winners
14. Implementation of a centralized student service system		%	-	-	75	100	100	100	AD, student service center	System activity

Task 1.4. Formation and development of personnel potential of higher qualification

Target indicators	unit of measurement	Reporting period (years)		Planning periods (years)					Responsible departments	Expected results
		2017	2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023		
1	2	3	4	5	6	7	8	9	10	11
1. The share of invited foreign teachers	%	0,3	0,4	1,0	2	2	2	2	XCO, MBEZHM, faculties, departments	Foreign teachers
2.Share of invited teachers from Turkey	%	6	6	8	10	10	12	15	XCO, MBEZHM, faculties, departments	Turkish teachers
3. The increase in the proportion of teaching staff who studied or занимающихся научной работой в зарубежных университетах	%	1,3	1,5	1,7	2	3	4	5	HCO, YZYB, AD, IBEC, faculties, departments	Proportion of teachers
4.The share of foreign professors who taught at the university, in terms of faculty of the university	%	9	9	10	10	10	10	10	XSO, AD, IBEC, faculties, departments	Proportion of teachers
5. The number of teachers who have received a degree abroad *	number								JBKBBO, XSO, AD, IBEC, faculties, departments	Teachers
- Master		25	36	38	40	42	45	47		
- PhD		10	11	14	17	19	20	22		

6. Total share of graduated teachers	%	43	44	50	55	60	65	65	MBEC, faculties, departments	Teachers with scientific degree
Including the share of young teachers with a scientific degree	%	-	23	30	35	40	50	60	MBEC, faculties, departments	Young teachers with scientific degrees
7.1 Number of teachers with English proficiency: IELTS> 5	number	-	-	30	35	40	45	50	MBEC, department	IELTS> 5 PPPs perfectly
7. The number of teachers who speak Turkish language level YUNUS EMRE> B2 *	number	-	-	50	55	60	80	100	MBEC, department	Language Professors
8. Teachers who have undergone professional or scientific qualification abroad	number	25	25	27	30	35	40	50	MBEZHM, faculties, departments, CSR	Teachers
9. Training of teaching staff in universities, government agencies, public organizations, etc.	number	-	-	100	200	300	400	500	MBEC, faculties, departments	MBEC, faculties, departments
10 Passing internships by surgeons of the ICGS clinic, undergraduates and doctoral students at leading universities of the	number	-	-	10	15	20	50	100	Clinic, MBEZHM, faculties, departments	Internship promoted doctors

world										
11. Number of advanced training courses for institutions and enterprises	number	-	20	22	24	26	28	30	ҮБҚО	Enhancing courses
12. Faculty and staff - winners of awards, prizes, etc. world level	number	3	4	5	6	7	8	10	Total ОО	Best employees
13. Employees represented to awards, bonuses, etc. of the republican level	человек	11	12	20	22	25	27	30	Total ОО	Best employees
14. Implementation of the centralized service system of faculty	%	-	-	-	100	-	-	-	АД, ҚПББ	System activity
15. Updating the qualification requirements of the teaching staff	number	-	-	Once in a year				PPP, administrative staff, GOPS	Service instruction	
15. Organization and holding of training seminars and trainings for the development of corporate culture	number	-	-	15	20	25	30	35	КБМБ	Seminars, trainings
16. Evaluation of the effectiveness of the teaching staff	number	-	-	Once in a year				АЖ, СРСО	Professional rating rules	
Task 1.5. Spiritual modernization. Youth Policy and Student Initiative Development										
		Reporting					Responsible departments			

Targeted indicators	Units	period (years)		Planning periods (years)						Expected results
		2017	2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023		
1	2	3	4	5	6	7	8	9	10	11
1. Creation of the Scientific and Practical Center "Spiritual Modernization"	quality	-	-	1	-	-	-	-	faculties, departments	New center
2. Adaptation to innovations through the organization of active youth at the university, the creation of a student center "STARTUP"	%	-	-	30	50	75	100	-	RZHZO, TMO, KO, MBEC, faculties, departments	Student Center "STARTUP"
3. The share of funding aimed at supporting socially vulnerable and talented, active youth	%	3	3	3	4	4	4	5	TMO,CY	Support
4. Events to strengthen the interaction of young people of the Turkic world	number	65	65	66	67	68	69	70	PЖF3O, TMO, OCK, XCO	activity
5. The share of students involved in club - circle, volunteer activities and student government	%	55	60	62	64	66	66	68	PЖF3O, TMO, OCK	Active students
6. Attracting students, talented young people to social, political and social		-	-	10	11	12	13	15	PЖF3O, TMO, AO	SocietySocial-political and social events-political and social events

activities in order to develop civil, patriotic, leadership qualities.	%									
7. On behalf of youth organizations, student council, student alliance, or other student community organizations inclusion of 1 active student from each faculty in the composition of the committee, the management council, the Majilis of the Senate	КОЛИЧЕСТВО	-	-	8	9	10	10	10	РЖФЗО, ТМО, АО	Active student
8. Development of social support programs for students, students with disabilities, orphan students, family students	Number	-	-	10	12	14	16	18	РЖФЗО, ТМО, АО	Program
9. Number of sportsmen and artists who have achieved results at the national level	person	- 24	- 25	3 26	6 27	9 28	11 29	13 30	ОСК,ТМО	Artists and sportsmen
10. Number of sportsmen and artists who have achieved results at the national level	person person	24 70	25 91	26 92	27 94	28 94	29 95	30 95	ТМО, ОСК	Artists and sportsmen

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II The organization of advanced research aimed at the practice

Goal: Improving the quality of research

Task 2.1. Organization of advanced research

Target indicators	Unit measurement	Reporting period (years)		Planning periods (years)					Responsible departments	Expected results
		2017	2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023		
1	2	3	4	5	6	7	8	9	10	11
Number of publications in rating scientific journals (Thomson Reuters, Scopus, Elsevier)	штук	91	93	200	300	400	500	600	ФЗУБ, НИИ, МБЭЖМ, faculties, departments	Publications of Impact Factor
1.1. Not with Impact Factor 0	Number	-	-	125	160	205	265	320		
1.2. Impact factor higher than 0.5	Number	-	-	50	75	100	125	150		
1.3 Impact factor higher than 1.0	Number	-	-	20	50	75	85	100		
1.4 Impact factor higher than 1.0	Number	-	-	5	15	20	25	30		

Publications in domestic and near and far abroad publications	Number	1027	1029	1050	1100	1150	1200	1250	ҒЗҰБ, ҒЗИ, МБЭЖМ, faculties, departments	Publications
Publications in scientific journals, collections (Thomson Reuters, Elsevier and except Scopus) according to the list of recommended by the Committee on the Control of Education and Science MES RK	Number	641	642	675	700	750	800	850	ҒЗҰБ, ҒЗИ, ЭМБЖМ, faculties, departments	Publications
In international editions, Thomson Reuters, Elsevier, is in the database Scopus, monographs published in English	Number	1	1	1	2	3	4	5	ҒЗҰБ, НИИ, МБЭЖМ, faculties, departments	Monographs
Publications of monographs in domestic and near and far abroad editions	Number	43	43	44	45	48	49	50	ҒЗҰБ, НИИ, МБЭЖМ, faculties, departments	Monographs
Modern methods of investigation	Number	-	-	5	10	20	25	30	ҒЗҰБ, НИИ, МБЭЖМ, faculties, departments	Methodical recommendations, manuals, trainings, seminars
Turkish (HEO, TUBITAK, ПК and others) contractual projects and НИР, funded on the basis of the memorandum	Number	39	30	32	34	36	38	40	МБЭЖМ, faculties, departments, НИИ, ҒЗҰБ	Project contracts

MES RK and others. SPC and grant projects of republican institutions	Number	-	-	14	17	20	25	30	ҒЗҰБ, НИИ, МБЭЖМ, faculties, departments	Grant projects
SPC and projects on the basis of contractual memorandum and economic contracts	Number	11	25	30	35	40	45	50	ҒЗҰБ, ҒЗИ, МБЭЖМ, faculties, departments	ҒЗЖ, projects
Projects and SPC carried out on the basis of the university budget by industry	Number	-	-	3	4	6	8	10	ҒЗҰБ, ҒЗИ, МБЭЖМ, faculties, departments	ҒЗЖ, projects
The total amount of funding science	mln. tenge	331,7	500.0	550,0	580,0	600,0	630,0	650,0	МБЭЖМ, faculties, departments, ҒЗИ, ҒЗҰБ	Financing
Indicator of participation of foreign scientists in the implementation of SPC (publications included in the database)	Number	31	25	30	40	50	60	70	ҒЗҰБ, НИИ, МБЭЖМ, faculties, departments	Share of foreigners
Scientific experts	Number	-	-	10	15	20	25	30	МБЭЖМ, faculties, departments, SPQC	Experts
The effects of finding out plagiarism	%	-	-	100	100	100	100	100	ЖБКББО, IT, DA, ҒЗҰБ	Methods

Number of international magazines (BAK RK)	Number	-	-	1	3	3	4	4	SPQC, Journal «Vestnik.....»	Journals
Journals embedded in an international database	Number	-	-	1	2	2	2	3	SPQC, «IKTU Editorial Board «Vestnik.....»	Journals
Organization and holding of seminars and trainings, teaching through the methods of researching and writing articles with impact factor	Number	-	-	2	3	3	4	4	ФЗУБ, НИИ, МБЭЖМ, faculties, departments	Seminars and trainings
Methodological impact on the implementation of projects on actual issues of researching regions, government agencies and other institutions	Number	-	-	2	5	10	15	20	ФЗУБ, НИИ, МБЭЖМ, faculties, departments	Analytical materials, studies, guidelines
Opening of doctoral councils based on the (economics, pedagogy and teaching methods) *	Number	1	1	2	3	3	4	4	Administration, ФЗУБ	Council for the defense of doctoral thesis

Opening postdoctoral research programs in university area	%	-	-	50	100	-	-	-	ФЗҮБ, НИИ, ЖБКББО, МБЭЖМ, faculties, departments	Programs
Provision of licensed programs, software research and analysis products (SPSS, CONTENT ANALYSIS, etc.)	Number	-	-	2	4	6	8	10	НИИ, МБЭЖМ, faculties	Programs

Task 2.2 The introduction into practice and commercialization of the results of scientific and innovative research.										
Target indicators	Unit measurement	Reporting period (years)		Planning periods (years)					Responsible departments	Expected results
		2017	2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023		
1	2	3	4	5	6	7	8	9	10	11
1. Invention patent at the national level, copyright certificates	number	-	1	2	2	2	2	2	КО, ФЗҮБ,	Patents, copyright certificates
2. Invention patent at the national level, copyright certificates	number	10	10	15	17	20	25	30	КО, ФЗҮБ,	Applications and patents, copyright certificates

3. Opening of commercialization offices, technology parks, creation of business incubators	number	-	-	1	1	2	2	3	CO	Commercial office, techno park, business incubator
4. The creation of scientific, technical and scientific-methodical centers with large industrial enterprises, institutions,	number	-	-	1	1	1	1	1	CO, MBEC, Faculties, Departments	Scientific and Technical Center
5. Introduction of innovative projects in production	number	-	-	1	1	2	3	4	CO	Innovative projects
6. The transformation of the botanical garden in the scientific training and production complex	%	-	-	25	35	50	100	-	CO, MBEC, Faculties, Departments	Complex
7. The number of accredited research laboratories	number	3	3	4	4	4	4	5	CO, MBEC, research institutes, Faculties, Departments	Accredited Laboratories
8. Opening of new research laboratories	number	-	-	2	3	4	5	6	CO, MBEC, research institutes, Faculties, Departments	Laboratory
9. Intellectual property protection, standardization and certification	number	-	-	1	1	2	2	2		Intellectual property
10. Introduction to using English language skills and searching for international grants	number	-	-	1	1	2	2	2		Skills
11. Management of projects based on	number	-	-	1	1	2	2	2		Transfer projects

transfer technology in the study of modern technologies, etc.										
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III Development of effective international partnership

Objective: To develop partnerships for quality education and extended research.

- Task 3.1. Establishing effective partnerships with the international community, liaising with institutions and universities in Turkey.

Aim indicators	Measure	Report periods (years)		Planned periods (years)					Responsible departments	Expected results
		2017	2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023		
1	2	3	4	5	6	7	8	9	10	11
1. Conducting forums and congresses by attracting prestigious international experts in various fields.	Number	15	17	18	20	22	23	25	CO, MBEC, research institutes, Faculties, Departments	Conferences
2. Participation in international scientific congresses, symposia, conferences.	Number	740	742	745	750	750	755	760	CO, MBEC, research institutes, Faculties, Departments	Participants
3. Optimization of agreements on the creation of strategic partnerships and new agreements in key areas and educational programs.	Number	-	-	5	7	10	12	15	CO, MBEC, research institutes, Faculties, Departments	Optimization of previous agreements, strategic partnership agreements, agreements and memorandums on institutional relations.

4. The number of international and national public associations, organizations created by the university *	Number	50	50	53	55	57	59	60	CO, MBEC, research institutes, Faculties, Departments	Partnerships
5. Turkish universities and research institutes established by the university	Number	-	-	5	7	8	10	12	CO, MBEC, research institutes, Faculties, Departments	Partnerships
6. Participation in grants of various international funds, organizations	%	-	-	1	2	2	3	3	Main building	Grants
7. Expand institutional cooperation with partners to improve the quality of training and research. (Total, Erasmus +, UNDP, Hub, etc.)	Number	-	-	1	2	3	4	5	CO, MBEC, research institutes, Faculties, Departments	Cooperation
8. Opening of offices representing a foreign mission *	Number	1	1	1	2	2	3	3	CO, MBEC, research institutes, Faculties, Departments	Foreign missions
9. Publications about the university in foreign and national media	Number	125	133	140	145	150	155	160	CO, MBEC, research institutes, Faculties, Departments	Publications
10. To improve the image of university staff, access to social networks (Facebook, VKontakte, Instagram, etc.)	number	-	-	150	250	300	450	500	CO, MBEC, research institutes, Faculties, Departments	Social network
11. Number of members in the Alumni Association *	Person	1400	1400	1500	1600	1700	1800	2000	CMBM	Number of members

12. Opening of the Turkestan TV and Radio Channel	%	-	-	25	50	100	-	-	Main building	Turkestan TV and Radio Channel
13. Winner of “100 new faces of Kazakhstan”	number	-	-	1	1	1	1	1		Winner of New Faces

3.2 Участие в региональных, национальных и международных проектах

Aim indicators	Measure	Report periods (year)		Planned periods (years)					Responsible departments	Expected results
		2017	2018	2018-2019	2019-2020	2020-2021	2021-2022	2017		
1	2	3	4	5	6	1	2	3	4	5
1. Participation in international, educational projects and joint research	%	-	-	50	100	100	100	100	Main building	Partnership
2. Creation of a network university based on the MKTU among Turkic states	%	-	-	10	25	50	75	100	Main building	University network
3. Increasing the position of the University in the world ranking: QS EECA "Developing countries of Europe and Central Asia."	place	169	173	170	165	160	155	150	IT department,	High position in world rank

- QS	place	-	-	1000	800	500	300	200		
- UI Green Metric World University Ranking	place	410	387	350	320	300	285	250		
- webometrics	place	20538	15665	14500	14000	13500	13000	12500		
4. The place of the university in the national institutional ranking: -“Independent Kazakhstan Agency for Quality Assurance in Education” (NACCO) - “Independent Agency for Accreditation and Rating” (IAAR)	place	8	6	5	4	3	2	1	CO, MBEC, research institutes, Faculties, Departments	High positions in national rank
Contribution of the University’s educational programs to the achieved level in the ranking organized by the National Chamber of Entrepreneurs of the Republic of Kazakhstan “Atameken”	%	-	-	30	50	70	90	100		Educational program
IV Effective Corporate Governance and Resource Development, Infrastructure										
Purpose: To create conditions for effective and productive activity.										
Task 4.1. Effective improvement of corporate governance and competitiveness										
Aim indicators		Report period							Responsible	

	Measure	(years)		Planned periods (years)					departments	Expected results
		2017	2018	2018-2019	2019-2020	2020-2021	2021-2022	2017		
1	2	3	4	5	6	1	2	3	4	5
1. Introduction of the Nazarbayev University experience in all aspects of ICGS activities	%	-	20	50	70	80	80	80	Main building	Experience of management
2. Certification of university staff	number	-	-	Once per year					ҚІББ, commission,	Qualified staff
3. Updating the requirements for the qualifications of university staff	number	-	-	Once per year					Faculty, administrative staff	Instruction by survey
4. Evaluation of the effectiveness of administrative and management activities	number	-	-	Once per year						Rules
5. Systematic work to reduce the risk of corruption, the implementation of the anti-corruption program at the university.	number	-	-	Once per year					Main building	Program
6. Audit of structured business processes, rules and documentation.	number	-	-	Once per year					Commission	Scheme of business-project
7. The level of gratitude to the staff of the university			85	86	86	87	87	88	CPCO	Results

management system.	%	85								
8. Organization, conducting of seminars and trainings for employees in order to develop corporate culture.	Number	-		15	17	20	22	25	КБМБ	Seminars, trainings
9. Contribution of staff who speak English and Turkish in leadership	%	25	30	32	35	38	40	42	All ҚБ	Staff
	%	40	50	52	55	58	60	62		

Task 4.2. Developing a master plan for construction and increasing the campus of the university, developing infrastructure

Objective indicators	Unit of measurement	Reporting period(years)		Planning period (years)					Responsible offices	Expected results
		2017	2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023		
1	2	3	4	5	6	7	8	9	10	11
1. 1. Construction of a hostel for 500 places	%	-	-	25	75	100	-	-	ШҚД	Hostel
2. 1. Construction of a hostel for 600 places	%	-	-	-	25	75	100	-	ШҚД	Hostel
3. The share of students provided with hostels	%	75	75	80	80	90	100	100	СҮ	Provision
4. Construction of an academic building and a boiler room for 2500 students	%	-	-	-	25	50	75	100	ШҚД	Learning Campus
5. Construction of an academic building for 500 places for faculty	%	-	-	-	25	50	75	100	ШҚД	TPS building

members										
6. Construction of a two-storey 8-apartment cottage in the amount of 6 pieces	%	-	-	50	75	100	-	-	ШҚД	Cottage town
7. Construction of a hotel complex with 50 places and parking	%	-	-	75	100	-	-	-	ШҚД	Hotel
8. Construction of a household complex for students and teachers (recreation and rehabilitation center, cafeteria, shop, etc.)	%	-	-	-	-	50	75	100	Rectorate	Multidisciplinary household complex
9. Construction of a building for conducting practical training for students and undergraduates in the Botanical Garden	%	-	-	100	-	-	-	-	ШҚД	Building
10. Number of buildings and structures undergoing major repairs	1	-	-	1	2	1	1	1	ШҚД	Buildings
11. Improvement and greening of the town territory	%	20	20	25	30	30	35	40	ШҚД	Improvement
12. Roof closing and additional heat supply for the academic building N 3	%	-	-	100	-	-	-	-	ШҚД	Learning campus
13. Creation of open space offices	%	-	-	1	1	-	-	-	ШҚД	Office
14. Transfer of all university buildings to the natural gas heating system	%	-	25	100	-	-	-	-	ШҚД	Provision
15. Reconstruction of boilers	%	-	-	10	20	20	25	25	ШҚД	New boilers
16. Modernization of elevators	%	-	-	25	50	75	100	-	ШҚД	Modernized elevators

17. 17. Development of a university master plan	%	-	-	100	-	-	-	-	ШКД	Master plan
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4.3 Diversification of financial sources										
Objective indicators	Unit of measurement	Reporting period (years)		Planning period (years)					Responsible offices	Expected results
		2017	2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023		
1	2	3	4	5	6	7	8	9	10	11
1. Additional financial sources (Fundraising)	саңы	-	-	2	2	2	2	2	ҚД	New financial sources
2. Expansion of the educational building, optimization of financial expenses	%	-	-	5	10	15	20	25	ҚД, ШКД	Optimization
3. Attraction of donors and sponsors for the grant and institutional support of the university	саңы	-	-	5	10	10	15	20	АД, МБЭЖМ, faculties, departments	Donors and sponsors
4. Establishment of the Endowment Fund	%	-	-	25	50	75	100	-	Rectorate	Endowment Fund
5. Attracting external funds through participation in various programs, competitions organized by international, governmental, public associations and organizations, etc.	Million tg.	-	-	2	5	10	25	50	ҚО, ҒЗЖҰБ, МБЭЖМ, faculties, departments	Additional financial sources
6. Organization of commercial seminars and trainings	Number	-	-	20	30	40	50	60	ҚБМБ, МБЭЖМ, faculties,	Seminars, trainings

									departments	
7.Provision of professional certification services	Number	-	-	3	5	10	15	20	КБМБ, МБЭЖМ, faculties, departments	Services

Task 4.4. Modernization of material and technical facilities										
Target indicators	Unit of measurement	Reporting period (years)		Planning periods (years)					Responsible departments	Expected results
		2017	2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023		
1	2	3	4	5	6	7	8	9	10	11
1. Material and technical facilities renewal rate	%	-	-	10	20	30	40	50	University administration, ШҚД	Renovation
2. Auditoriums and classrooms renovation in accordance with the requirements of modern design and creating the co-working centers	Number	-	-	1	1	1	1	1	University administration, ШҚД	Classrooms, Co-working centers
3. Acquisition and renovation of mobile furniture to provide interactive classes in	%	-	-	50	75	100	-	-	University	

the classroom (transformer-tables, ergonomic chairs, etc.)									administration, ИКД	
4. Share of the annual renewal of library funds	%	0,1	0,2	2	3	5	5	5	APO	Library fund
Placement and storage of electronic teaching materials for the disciplines in the resource fund of the library	%	-	-	50	100	-	-	-	APO, IT department	Library fund

Task 4.5. Digital transformation

Target indicators	Unit of measurement	Reporting period (years)		Planning period (years)					Responsible departments	Expected results
		2017	2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023		
1	2	3	4	5	6	7	8	9	10	11
1. Creating university's software, transition to Paper free system (E-University and Smart-Campus)	%	-	-	50	75	100	-	-	IT department	Software
1. Development and implementation of electronic document management platform: - Electronic personnel information system (E-personnel); - For students (e-student);	%	-	-	50	100	-	-	-	РЖФЗО ҚПББ АД АО	

- Exchange 2010 integrative platform; - Communication strategy; - Creating an electronic database of regulatory documents, etc.									IT department, ҚҚБ ҚБ	Electronic database
Establishment of the situational center for managing campus infrastructure facilities	%	-	-	50	100	-	-	-	ШҚД, IT department	New center
Creating an electronic fund with the transfer of all educational materials to electronic format	%	-	-	50	75	100	-	-	АРО, IT department	Electronic database
Creating 3D printing (5 models)	%	-	-	25	50	75	100	-	IT department	Models
The introduction of new information technologies in the educational process: - Electronic-digital flipcharts; - Touch Control Panels (Touch Panels) - marker boards, etc. - media facade - LED screens	%	-	-	25	50	75	100	-	IT department, ШҚД	IT equipment
				2	+1	+1	+1			
				3	+1	+1	+1			
Guaranteed speed per 1 internet user	Mbps	0.05	0.08	0.1	0.12	0,15	0,17	0,2	IT department	Internet speed
The speed of information exchange with the corporate system centers	Gbps	1	1	10	10	10	10	10	IT department	Скорость обмена информацией

Number of received new computers		-	-	500	500	-	-	-	IT department	Computers
The share of the annual update of computers and office equipment	%	-	-	50	50	20	20	20	IT department	Renovation
Rebranding and design update of university site	%	-	-	100	-	-	-	-	IT department, all КБ	Web-site
Ensuring information security	%	-	-	50	100	-	-	-	IT department	Information security
Providing the necessary programs for conducting on-line social surveys	%	-	-	100	-	-	-	-	IT department, CPCO	Social survey
Release of the electronic version of university journals	%	-	-	100	-	-	-	-	IT department, Journal editors	Release of electronic journals

Note: By agreement with the Chairman of the Senate, changes can be made to the indicators of the Strategic Plan for 2019–2023 and their quantitative indicators in accordance with modern requirements.

* - in this indicator, indicators are taken into account in terms of growth rates.