

**DEVELOPMENT PROGRAM FOR 2024-2029 OF KHOJA AKHMET YASSAWI  
INTERNATIONAL KAZAKH-TURKISH UNIVERSITY**



**DEVELOPMENT PROGRAM FOR 2024-2029 OF KHOJA AKHMET  
YASSAWI INTERNATIONAL KAZAKH-TURKISH UNIVERSITY**

*Development Program of the Board of Trustees  
No. 76 was discussed and approved at the meeting of February 24, 2024.*

Turkestan-2024

**DEVELOPMENT PROGRAM FOR 2024-2029 OF KHOJA AKHMET YASSAWI  
INTERNATIONAL KAZAKH-TURKISH UNIVERSITY**

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**DEVELOPMENT PROGRAM FOR 2024-2029 OF KHOJA AKHMET YASSAWI  
INTERNATIONAL KAZAKH-TURKISH UNIVERSITY**



Passport of the Development Program of Khoja Akhmet Yassawi International  
Kazakh-Turkish University

**PROGRAM NAME**

**Development program for 2024-2029 of Khoja Akhmet  
Yassawi International Kazakh-Turkish University \***

In accordance with the goals, objectives and key aspects of these key documents, a new development program of Akhmet Yassawi University for 2024-2029 has been developed:

1. Charter of the Khoja Akhmet Yassawi International Kazakh-Turkish University.
2. Concept for the development of higher education and science in the Republic of Kazakhstan for 2023-2029;
3. Laws of the Republic of Kazakhstan «on education», «on Science» and «on commercialization of the results of scientific and (or) scientific technical activities»;
4. Mandatory provisions of the laws of the Republic of Turkey on Higher Education of our university.
5. Turkestan Declaration on the creation of the Central Asian Higher Education Zone, signed on June 18, 2021
6. Between the Government of the Republic of Kazakhstan and the Government of the Republic of Turkey Agreement on the functioning of the Akhmet Yassawi International Turkish-Kazakh University.

**TO DEVELOP THE  
PROGRAM  
Justification**

**PROGRAM  
DEVELOPER**

Advisor to the rector, vice-rector for Science and strategic development, head of the Center for Strategic Development, rating and quality.

**STRATEGIC DIRECTION 1. SUSTAINABLE INSTITUTIONAL DEVELOPMENT**

Goal 1.1. Ensuring the stability of corporate governance

1.2. strengthening the image and reputation of AYU

**Strategic direction 2. Achieving academic excellence**

Goal 2.1. Creation of an educational ecosystem for high-quality training of competitive personnel at the regional, national and international levels.

Goal 2.2. Creating favorable conditions for personal development and increasing the students social activity (Mission 3)

**Strategic direction 3. Increasing scientific and innovative potential**

Goal 3.1. Development of the research ecosystem

Goal 3.2. Improving the effectiveness of scientific research.

**STRATEGIC DIRECTION 4. CLINICAL DEVELOPMENT OF A DIAGNOSTIC CENTER**

Goal 4.1. Providing high-quality medical care of the Turkestan region population

Goal 4.2. Development of higher medical education and science

**DIRECTION AND GOALS OF THE PROGRAM**

**TERMS AND STAGES OF IMPLEMENTATION OF THE PROGRAM**

2024-2029.

**SOURCES OF FINANCING**

- Budget funds from Kazakhstan and Turkey;
- Grant funding for scientific and (or) scientific and technical projects;
- Program-targeted funding for scientific and (or) scientific and technical programs;
- Commercialization of the results of scientific and (or) scientific and technical activities;
- Funds of local executive bodies and business representatives;
- Funds of the Intergovernmental Plenipotentiary Council.

\*The basis for updating the strategy for 2024-2029 is the release of the resolution of the Government of the Republic of Kazakhstan dated March 28, 2023 No. 248 "On approval of the concept for the development of higher education and science in the Republic of Kazakhstan for 2023-2029". The basis of the updated strategy is the strategy for 2022-2026. Akhmet Yassawi University Development Strategy for 2022-2026, developed in accordance with the goals, objectives and main directions of regulatory documents and laws of the Republic of Kazakhstan and the Republic of Turkey dated 19.02.2022. No. 71 was discussed and adopted at a meeting of the Intergovernmental Board of Trustees. <https://ayu.edu.kz/ru/strategijaly-zhospar>.

### **1.1. GENERAL INFORMATION**

The Khoja Akhmet Yassawi International Kazakh-Turkish University is a common state educational institution of the republics of Kazakhstan and Turkey with an international, autonomous status.

Akhmet Yassawi University is a unique university in the Turkic world, the university conducts intercultural dialogue and interethnic tolerant education between young people from 17 countries of the world and representatives of 27 nationalities. In the context of modern globalization, Akhmet Yassawi University is of great ideological importance as a spiritual unifying educational center of the Turkic-speaking world.

The agreement between the Government of the Republic of Kazakhstan and the Government of the Republic of Turkey on the terms of activity of the Khoja Akhmet Yassawi International Kazakh-Turkish University, the protocol on amendments to the agreement between the Government of the Republic of Kazakhstan and the Government of the Republic of Turkey on the terms of activity of the Khoja Akhmet Yassawi International Kazakh-Turkish university dated October 22, 2009 was ratified.

The plenipotentiary Council is considered the highest decision – making body representing the legal status of the University, having the competence to establish administrative, economic, financial and academic methods and grounds for managing the University, guided by the position of a common institution-common management. 4 (four) members of the plenipotentiary Council, including the deputy chairman and rector of the University, are appointed by the Government of the Republic of Kazakhstan from among high-ranking civil servants in accordance with the current legislation. The term of work of members of the Board of Trustees is 5 (five) years.

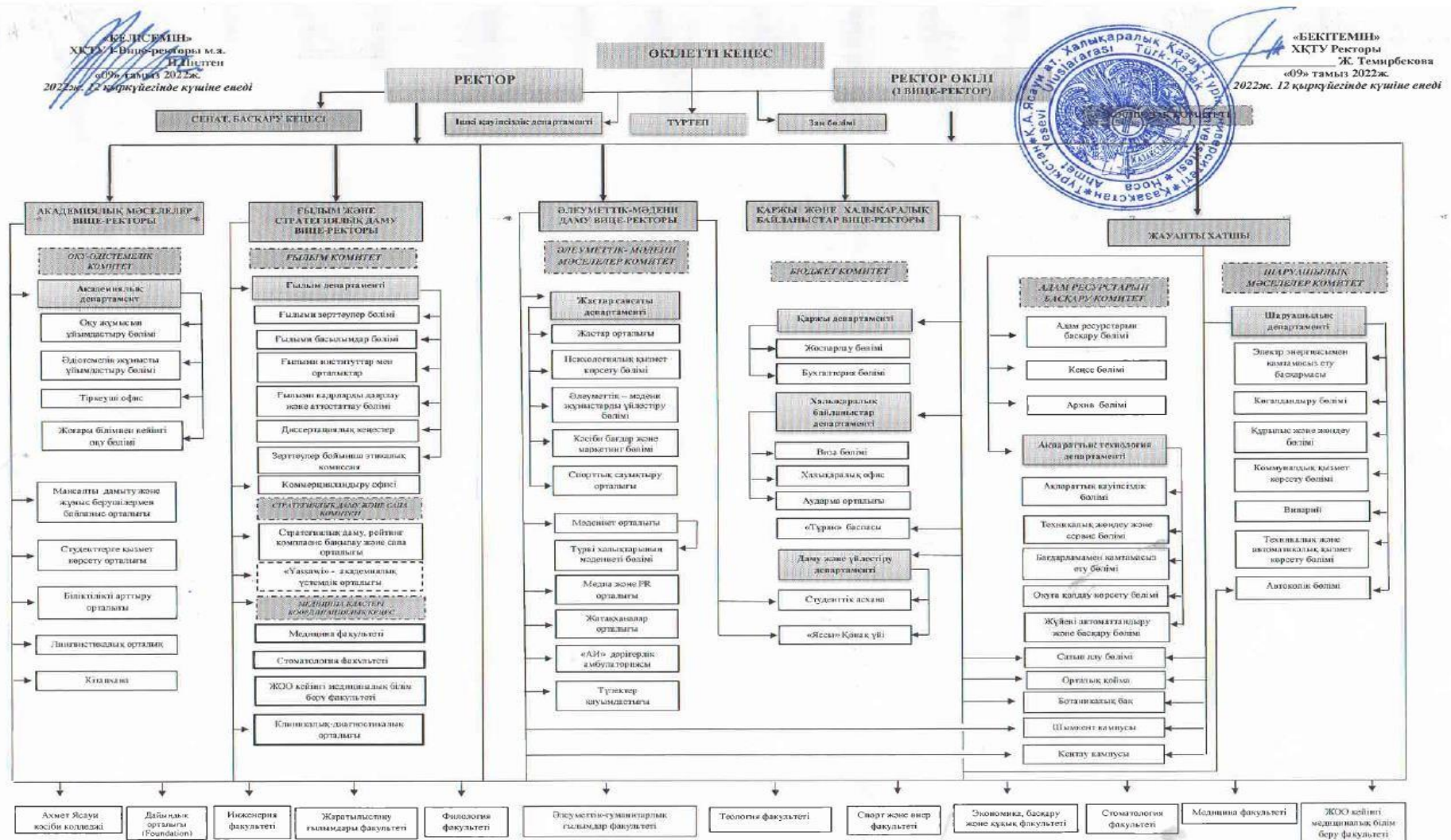
In accordance with the Charter of Akhmet Yassawi University, the rector of the University is appointed for a period of 5 (five) years in accordance with the current legislation of the Republic of Kazakhstan with the consent of the Board of Trustees . The rector's representative (I vice-rector) is appointed by the Executive Council of the Higher Education Council of the Republic of Turkey for a term of 4 (four) years on the basis of the proposal of the Board of Trustees . Other vice-rectors are appointed by the rector of the university, provided that they do not exceed the number established by the Board of Trustees.

Akhmet Yassawi University is one of the leading multidisciplinary universities in Kazakhstan. The University's multi-level education system includes: higher Basic Education (Bachelor's degree), internship, master's degree, residency and doctoral studies.

The university has started training medical professionals within the framework of higher and postgraduate education and has an international category of universities "full university".

DEVELOPMENT PROGRAM FOR 2024-2029 OF KHOJA AKHMET  
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1.1. Corporate structure of Akhmet Yassawi University



«БЕКТЕМИН»  
ХҚТУ Вице-ректоры м.а.  
И.Шадтен  
«09» тамыз 2022ж.  
2022ж. 12 қыркүйегінде қушіне енеді



«БЕКТЕМИН»  
ХҚТУ Ректоры  
Ж. Темірбекова  
«09» тамыз 2022ж.  
2022ж. 12 қыркүйегінде қушіне енеді

## **2. ANALYSIS OF THE EXTERNAL ENVIRONMENT AND CURRENT CONDITIONS**

### ***2.1. Trends in the development of Higher Education and science***

The development of higher education and science in the world is determined by the following global trends:

- Making higher education more accessible;
- Internationalization;
- Interaction of universities and business with the state (Triple Spiral);
- Digitalization of Higher Education, the use of artificial intelligence, Big Data;
- academic privilege initiatives;
- Increasing the requirements for the quality of educational services and scientific research of universities;
- Focus on serving the community;
- Development of corporate governance and academic freedom of universities
- Integration of formal and informal education.
- In accordance with the concept of the development of Higher Education and science of the Republic of Kazakhstan for 2023-2029, the development of the system of higher education and science is based on the following principles:
  - Equal right of all to receive high-quality higher education; availability of higher education for the population, taking into account intellectual development, psychophysiological and individual characteristics;
  - Continuity of the educational process, ensuring the continuity of its levels;
  - acquisition of skills and competencies through free choice of an individual path of study and continuing education;
  - Mobility of labor resources – the opportunity to change the profile of activity and receive parallel professional education in different areas;
  - Priority of scientific and (or) scientific and technical activities in order to increase the competitiveness of the national economy;
  - Transparency, objectivity and equality of subjects of scientific and (or) scientific and technical activities when receiving state support;
  - Objectivity and independence of the examination of scientific, scientific and technical projects and programs;
  - Integration of science, education, business and production;
  - Development of international scientific and scientific-technical cooperation;
  - Promotion of Technology Commercialization in priority sectors of the economy, promotion and creation of conditions for the participation of private business entities in the development of scientific, scientific, technical and innovative activities.

In accordance with the concept of development of higher education and science of the Republic of Kazakhstan for 2023-2029, the following strategic approaches to the field of higher education and science are defined:

- Expanding access to higher education;
- Transition of the personnel training system to the advanced Personnel Support Model;
- Development of infrastructure and digital architecture of Higher Education;
- Internationalization of higher and postgraduate education;
- Third mission of the University;
- Development of the continuing education system and recognition of the results of informal learning;



- Expanding the coverage of the population with informal education through the development of a certification system and information work;
- Improving the digital competence of citizens;
- Introduction of a new science management model;
- Strengthening the intellectual potential of science;
- Modernization and digitalization of scientific infrastructure;
- Development of university science;
- Development of an ecosystem of commercialization of Applied Science and the result of scientific and (or) scientific and technical activities.

### **2.1. Description of the region**

Description of the region administration Center the Turkestan city is one of the oldest cities in Kazakhstan, where 191.3 thousand people live. The Turkestan city, being the Golden Cradle of historical tourism, is very popular among domestic and foreign tourists, which has been considered the spiritual capital since ancient times, can accommodate more than a million tourists a year.

The main problems of the Turkestan region include: high unemployment; more than 50% of the region's industry belongs to the mining industry; large processing enterprises are mainly associated with the mining industry, including the extraction of uranium ore; shortage of highly qualified personnel, especially in the agro-industrial complex (agronomist, technologist, etc.); unfavorable environmental situation, including water scarcity.

Competitive advantages of the region: favorable geographical location of the region due to the International Transport Corridor Western Europe – western China; high soil fertility, abundance of sunlight (9 months a year); the presence of significant areas of agricultural land; historical, cultural and archaeological sites create favorable conditions for the large-scale realization of tourist potential; the possibility of developing alternative energy sources.

In terms of development, the economy of Turkestan is represented by the following Basic Industries: Food Industry, light industry, construction industry, agricultural machinery manufacturing.

Priority areas for the region are: increasing the competitiveness of the sectors of the agro-industrial complex; creating conditions for improving the life support of the village and increasing the potential of rural areas; creating favorable conditions for the growth of economic activity of business; developing tourism – as a new niche for business development; increasing the pace of housing construction to ensure the availability of housing for citizens; providing the population with high-quality drinking water; improving the condition of local roads; improving the environmental situation in the region; improving the protection of the population and the territory from emergency situations; providing employment to the population, reducing the shortage of labor in the region; improving the health indicators of the population; improving the quality and accessibility of education; developing mass sports.

For the period from 2021 to 2025, 3 strategic directions were identified, taking into account interregional positioning, natural and resource conditions, current specialization of the region:

1) restoration and development of branches of specialization of the economy of the city of Turkestan;



- 2) production of agricultural machinery and intensification of Agriculture;
- 3) formation of the " green "eco-sector of the city based on" Smart City " technologies.

The development of the tourism industry has been identified by the Government of the Republic of Kazakhstan as one of the priority sectors of the economy. In the Turkestan Region, 3 areas of Tourism Development have been identified: " ecological tourism", medical and health tourism, historical and educational tourism. The formation of the new construction of the city is connected with Akhmet Yassawi University. This direction of development of the city of Turkestan implies the expansion of its status as a scientific and educational center of international importance.

## **2.2. Akhmet Yassawi University**

2.2.1. Akhmet Yassawi University, established on the basis of an intergovernmental agreement between Kazakhstan and Turkey, is located in the spiritual center of the Turkic world – Turkestan, in order to train modern highly qualified specialists from the youth of Turkic-speaking countries.

During the official meeting of the first president of the Republic of Kazakhstan Nursultan Abishevich Nazarbayev and Prime Minister of Turkey Suleiman Demirel on May 1, 1992, the university was awarded the status of "International University".

By the decree of the president of the Republic of Kazakhstan Kassym-Jomart Tokayev dated January 15, 2020, Khoja Akhmet Yassawi International Kazakh-Turkish university was awarded a special status.

Since its inception, the university has become a city-forming object of the city of Turkestan and has had a significant impact on increasing the Educational, Scientific, Cultural, Social potential of the region.

The scope of participation of the Khoja Akhmet Yassawi International Kazakh-Turkish University extends to the southern region of Kazakhstan and covers Turkestan and Kyzylorda regions, as well as Turkic-speaking countries of near and far abroad. Customers of the University are all sectors of the economy and social sphere of the region, including healthcare, for which the University trains specialists.

During this time, the university has trained more than 90 thousand young specialists in the field of higher professional and postgraduate education, including those from near and far abroad who are successfully working for the benefit of their homeland today.

2.2.1. Today, the university has formed as a modern multi-profile University: a sufficient material and technical base has been created, a university campus (campus) with educational buildings, a library, hostels has been built; multi-level training of personnel is being implemented: higher Basic Education (Bachelor's degree), internship, master's degree, residency and doctoral studies. Currently, the university employs more than 1000 teachers, the average academic degree rate is 46%. About 5% of the teaching staff (hereinafter referred to as teaching staff) and administrative staff are specialists from Turkey and other foreign countries.

2.2.2. Akhmet Yassawi university ranks 787<sup>th</sup> in the QS World UNIVERSITY RANKINGS 2023 this year.

Akhmet Yassawi University also participated in the regional rankings and was ranked 203rd in the QS Asia University Rankings among 856 universities on the Asian continent.

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At the same time, our university took the 7th place among 53 universities of Central Asian countries in this ranking.

According to the global results of The Times Higher Education Impact Rankings, which assess compliance with the United Nations Sustainable Development Goals (SDGs), our university ranks 1,591 universities in 112 countries.

The website of our educational institution took the 4845<sup>th</sup> place in the Webometrics Ranking of World Universities-2023, and the 9<sup>th</sup> place among domestic universities.

For the 2022-2023 academic year, through the "independent agency for accreditation and rating" (IAAR), our university passed the institutional accreditation procedure and was certified for a period of 5 years.

- In 2023, Akhmet Yassawi University was once again ranked among the three best universities in the world in subject areas.
- 394<sup>th</sup> place in the industry ranking "Arts & Humanities" (Arts & Humanities) ;
- 215<sup>th</sup> place in the subject rating "Modern Languages" (position from 201 to 250) ;
- In the subject rating "Education and Training" (301-350).

**2.2.3. Educational activities**

Today, more than 9900 students study at Akhmet Yassawi University (Preparatory-545 students, bachelor's – 8066 students, master's – 338, internship – 821, residency – 181 and doctoral – 49), including 1061 students from 17 countries.

Table 1-contingent of students in accordance with the direction of training (2023-2024 academic year)

| <b>Faculties</b>               | <b>Number</b> | <b>%</b>   |
|--------------------------------|---------------|------------|
| Economics, management and law  | 935           | 9,1        |
| Social sciences and humanities | 573           | 5,8        |
| Philology                      | 1524          | 15,3       |
| Natural Sciences               | 1792          | 18,0       |
| Engineering                    | 402           | 4,0        |
| Medicine                       | 1191          | 12,0       |
| Dentistry                      | 613           | 6,2        |
| Postgraduate Medical Education | 1067          | 10,7       |
| Sports and arts                | 1023          | 10,1       |
| Theology                       | 333           | 3,3        |
| Foundation                     | 545           | 5,5        |
| <b>Total</b>                   | <b>9939</b>   | <b>100</b> |

Educational activities are carried out in 160 educational programs at all levels and nine areas of Education (Figure 2): Pedagogical Sciences, Arts and Humanities, Social Sciences, journalism and information, business, management and law, natural sciences, mathematics and statistics, information and communication technology, engineering, manufacturing and construction industries, health and Social Security (medicine). 7 of the educational programs were newly introduced in 2023 (4.5 %), 109 were updated (69.5 %).

Academic committees study and study the proposals and demands of internal and external stakeholders, the regional labor market, and as a result, in the 2022-2023 academic year:

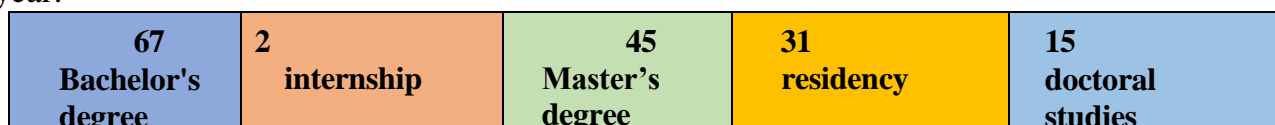


Figure 1. Number of educational programs by level

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Establishing strategic partnerships with leading international universities has played an important role in accelerating the institutional development of Akhmet Yassawi University.

Turkish universities are strategic partners of the University. In general, Akhmet Yassawi university actively cooperates with more than 50 universities.

To date, the university has 180 cooperation agreements with foreign universities, 24 contracts under the Erasmus+ international credit mobility (ICM) program (with the Universities of Sivas Cumhuriyet, Dumlupinar, Ushak, Eskisehir Pamukkale, etc.) and the Erasmus+ Research Projects Program in higher education (CBHE) (universities of Spain, Italy, Cyprus, Uzbekistan, Kazakhstan and the consortium "I'm sorry," he said.

Within the framework of the Mevlana academic mobility program, academic mobility of teaching staff and students is carried out on the basis of bilateral agreements with leading Turkish universities (Hacettepe University, Gazi University, Erciyes University, Ege University, Pamukkale University) and 49 universities from Azerbaijan, Kazakhstan, Kyrgyzstan, Hungary, Uzbekistan and Turkey within the framework of the Orhun program.

Every year, an average of 60 students are sent to study abroad as part of academic mobility programs.

Famous professors from universities in Great Britain, Spain, Norway, Russia, the USA, Turkey, Azerbaijan, Uzbekistan and Kyrgyzstan (Oxford, Exeter, Leicester, Cambridge, Brunel, Gazi, Hacettepe, etc.) are invited to give lectures and seminars within the framework of the visiting professor program.

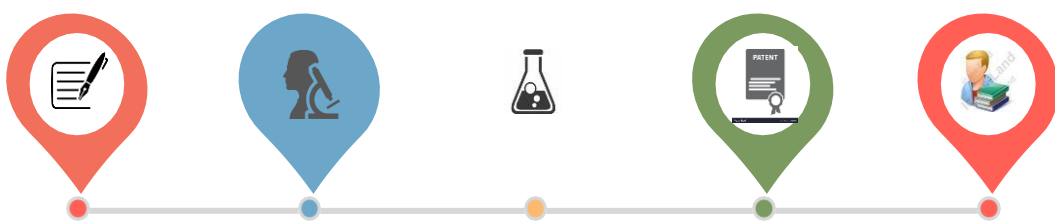
Over the 30-year history of the University, a unique system of education of young people of Kazakhstan and the Turkic world in accordance with the goals of Sustainable Development, Management Management and cultural orientation of the educational institution has been formed. The individualization of the student's personality is carried out within the framework of Youth Policy and the concept of cultural integrity and identity of the youth of the Turkic peoples.

A unique project of the cultural direction of the University – the concept of the formation of "Yasawi culture" is being implemented. The idea of forming the yassawi culture should be implemented within the framework of the program "Bolashak bagdar: Ruhani zhangyru". The legacy and teachings of yasawi should fulfill the main movement function in this direction.

In order to study and develop centuries-old religious experience and knowledge, monuments of religious culture and the heritage of religious figures, the common spiritual wealth of the people, the Faculty of theology was opened at the University in 2021 by the decision of the Board of Trustees . Kazakhstan and Turkey are representatives of the Hanafi-Maturidi traditions, supplemented by the teachings of Akhmed Yassawi, Yunus Emre and Mevlana. Therefore, Turkic-Islamic culture should spread from Turkestan to the entire Turkic world. Our university and the Faculty of theology should play a leading role in this direction.

#### **2.2.4. Analysis of scientific activities of Akhmet Yassawi University**

The research and innovation activities of Akhmet Yassawi University are based on the further integration of Education, Science and innovation. University scientists conduct research in the fields of Turkology, archeology, Religious Studies, History, Economics, Mathematics, Physics, information technology, ecology, electric power, biotechnology, medicine, etc. The University's scientific portfolio is shown in Figure 3.



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|   |  |   |        |                            |
|---|--|---|--------|----------------------------|
| 157   | 900  | 37  | 10     | 327                        |
| Publications in Scopus,<br>Clarivate Analytics<br>databases | researcher<br>(teaching staff<br>and researchers | scientific and<br>educational<br>laboratories | patent | publication of<br>students |

1- Figure 1-achievements of Akhmet Yassawi University (2023) (in figures)

The university has established its own scientific schools to solve topical issues of socio-economic and scientific-technical development of the region there is a scientific basis and potential.

Akhmet Yassawi University is an executor of fundamental and applied scientific research of a promising and long-term nature.

In general, the University creates a scientific and innovation ecosystem for the efficient and productive production of innovations (Figure 4).

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**Figure 2-innovation ecosystem of Akhmet Yassawi University**

The university has 31 initiative areas of research approved by JSC "State National Center of scientific and technical expertise of the Republic of Kazakhstan", which are financed by the Intergovernmental Board of Trustees of the University. 158 R & D was introduced into the educational process and production.

- To date, 35 projects are being implemented at the University:
  - Competition for grant funding for young scientists on scientific and (or) scientific and technical projects for 2021-2023 -1;
  - Competition for grant funding of scientific and (or) scientific and technical projects for 2021-2023-6;
  - Competition for program-targeted financing of scientific and (or) scientific and technical programs for 2021-2023 -1;
  - Competition for grant funding for young scientists on scientific and (or) scientific and technical projects for 2022-2024 -1;
  - Competition for grant funding of scientific and (or) scientific and technical projects for 2022-2024-7;
  - Competition for grant funding for young scientists on scientific and (or) scientific and technical projects for 2023-2025 -2;
  - Competition for grant funding of scientific and (or) scientific and technical projects for 2023-2025 – 15;
  - Competition for program-targeted financing of scientific and (or) scientific and technical programs for 2023-2025 -1;
  - On the international project "Multi-Vector Ocean Corridors-policy Proposals for Development of the Northern Corridor", funded by the Central Asian Institute of regional economic cooperation -1;
    - International research project "Blastocystis under one Health" of the European Foundation for solidarity in science and technology (COST – - 1;
- Total project funds– 2 446 727 356,72 "I'm sorry," he said.

Research grants for commercialization are a new direction in the development of university science. According to the results of the Republican competition for the commercialization of the results of scientific and (or) scientific and technical activities, a total amount of 7 745.5 million was received from JSC "Science Fund" of the Science Committee of the Ministry of education and science of the Republic of Kazakhstan. 4 large grants were won in tenge. To date, 402 million.2 projects worth tenge are successfully implemented.

The total amount of funding for scientific work of Akhmet Yassawi university (grant, program-targeted, commercialization, research and production complex, incentive funds) in

2020 amounted to 642,774,635 tenge or

in 2021, this figure amounted to 993,841,464 tenge, that is, from the university budget (7,347.7 billion dollars) – 13.5%, in 2022 – 802,774,480 dollars – from the university budget (7,905. 0 billion dollars) - 10.1%.

The share of projects financed at the expense of local executive bodies and business representatives amounted to MЛH 28 million. "no," he said. In order to publish the results of Kazakh and foreign scientific research, as well as analytical, Popular Science and other materials, Akhmet Yassawi University publishes the following periodicals:

<http://ayu.edu.kz/scientific-publications>):

- 1) Clarivate analytics, Scopus dereckter bazasyna kiretin "Bilig" magazines (Turkiyada shygarylady);
- 2) "Yasawi universitetin khabarshysy" journals (pedagogy, philology of bagyttary);
- 3) "Turkology" Journal;
- 4) Bulletin of the "Kh.A.Yasawi International Kazakh-Turk University (mathematics, physics, computer science series)".
- 5) "Eurasian Research Journal" international peer-reviewed scientific journal;
- 6) "Asia Europe" Journal.

The university carries out research activities at the research institute.

Our university has research institutes and centers that conduct research in the fields of Ecology, Turkology, archeology, religious studies, natural science, medicine, politics and economics.

- 1) Research Institute of Ecology;
- 2) Research Institute of Turkology;
- 3) Research Institute of Archeology;
- 4) Research Institute of Natural Sciences;
- 5) Eurasian Research Institute;
- 6) Research Institute of Yassawi;
- 7) Research Center for Sustainable Development.

The Eurasian research institute, established by the decision of the Intergovernmental Plenipotentiary Council at Akhmet Yassawi University in Almaty, aims to conduct intersectoral research in the fields of Education, Culture and society, politics, economy, energy, transport, especially for the Eurasian region, security to Kazakhstan and Turkey, Turkish-speaking states and communities, etc. It also contributes to the academic development of the university by publishing research results, supporting projects in relevant fields, strengthening scientific cooperation between Turkey and Kazakhstan, deepening sustainable development and regional cooperation and maintaining peace.

Over the past 15-20 years, the university has accumulated extensive experience and knowledge in the field of archeology, Turkology, yasautology and the study of spiritual values of Turkic civilization. Every year, international scientific forums are held with the participation of leading scientists from around the world. The world-famous "Turkology", published in English,

In addition to the journals "Bilig", the Eurasian research journal also publishes research by our university and scientists from abroad.

Every year, scientists of the university actively conduct archaeological excavations at objects of historical and spiritual value of the Turkic civilization. The Institute of Turkology is currently studying ancient manuscripts from the archives of the library of Alexandria, Saudi Arabia, Turkey, Korea, Japan, the EU (EU) and other countries. Scientists-archaeologists of the University in the fall of last year carried out a large complex work on the ancient town of Syganak, which made it possible to raise the issue of including this object in the UNESCO Cultural Heritage list.

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The formation of a comprehensive system of Foresight Research of Turkology is being carried out.



### 2.2.5. SWOT-analyze

#### **S (Strengths) – (potential positive internal factors)**

- 1.The University has an international and special status and the ability to use the financial and intellectual resources of the Republic of Kazakhstan and TR.
- 2.The opportunity to attract teaching staff and managers from leading universities in Turkey.
- 3.To be the first Multidisciplinary University of the international level in Kazakhstan to train medical professionals in its structure.
- 4.Availability of state educational grants provided by Kazakhstan and Turkey for students.
- 5.Availability of a modern campus and infrastructure.
- 6.Creation of a unique (live) laboratory of Turkic languages at the University through education of representatives of 27 Turkic peoples from 17 countries of the world.
- 7.In national and international rankings, the university is among the best educational institutions of the country and region.
- 8.Implementation of Quality Management and its regular implementation.
- 9.Commissioning of a new library that meets modern requirements, access of international scientific bases to full texts.
- 10.The presence of programs aimed at teaching students English and Turkish, the presence of a "language improvement course (Foundation)", the organization of free courses for students under the TTE grant.
- 11.Ability to teach languages (Turkish, Kazakh, English and Russian).
- 12.Availability of memoranda and contracts on close cooperation with advanced universities of the Republic of Turkey.

#### **W (Weaknesses) – (potentially negative internal factors)**

1. Weak training and laboratory facilities, lack of training areas and dormitories.
2. Incomplete provision of students with dormitories.
- 3.Non-implementation of Personnel Training in technical and other specialties (construction, architecture, agriculture, veterinary medicine, etc.) focused on the needs of the region.
- 4.Small number of multilingual groups in the educational process.
- 5.Lack of dual-degree and joint educational programs with leading foreign universities, including Turkish universities.
- 6.Weak indicator of timely defense of doctoral dissertations (only 40% of graduates defend on time).
- 7.Low share of students at the expense of employers. Low demand in the labor market, and, as a result, the compulsion to get a low-paying job.
- 8.Weak link between the University's training strategy and the program for the development of Turkic-speaking countries.
- 9.Weak level of language competence of teaching staff, as well as mastery of modern educational technologies.
- 10.Extremely low opportunities for students and teachers to study or internship abroad under the academic mobility program due to the low level of English and Turkish language proficiency.
- 11.Low level of academic degree in some specialties (medicine, dentistry, electric power industry). The share of young teachers with a scientific degree is also small, about 45% of teaching staff are young teachers under the age of 40, only 25% of them have a scientific degree.
12. Having the qualifications and world-class experience, serious

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|--|---|
| 13. Availability of the scientific Index Journal "Bilig".  | the shortage of specialists capable of planning and implementing international events.  |
| 14. Availability of a system of assessment and motivation of labor based on the results of the work of the teaching staff, departments and faculties.                                      | 13.To date, the university has not implemented its capabilities to bring scientific research in the field of archeology, Turkology, Yasaitology to the world level. |
| 15. Availability of a well-equipped Simulation Center for the development and assessment of clinical skills of medical students.   | 14.The activities of 6 research institutes are not sufficiently implemented.  |
| 16. Modernization and development of the system of adaptation of talented and talented young people to scientific research ("Yassawi subject Olympiad", Direct contact with RSPP "Daryn"). | 15.Difficulties in the commercialization of inventions and patents.   |
| 17. Concentration of young people from Turkic-speaking countries and communities at the University.  | 16.There are no mechanisms for working with business communities, state bodies and civil public institutions (public councils, schools, public organizations).      |
| 18. Availability of its own medical clinic.  | 17.Lack of entrepreneurial culture and technology development.  |
| 19. Provision of housing for invited teachers, leading experts and practitioners to the University.  | 18.Lack of resources to create a Technopark. Difficulties in managing the Technopark.   |
| 20. High level of internationalization among students and teachers. 15% of students at the University are foreign students.  | 19.Non-diversified sources of financing of Akhmet Yassawi University.   |
| 21. Turkestan spiritual capital  | 20.Difficulties in measuring the quality of graduates.  |
| 22. Tourism industry   | 21.Low participation of the University in international competitions for research grants.   |
| 23. Botanical Garden   |   |

**O (Opportunities) – (probabilistic positive external factors)**

- 1.The creation of the Turkestan region and the revival of the city of Turkestan as the spiritual center of the Turkic world will be the beginning of new opportunities for the development of Akhmet Yassawi University.
- 2.Support of the University by two states. Opportunities for cooperation with Turkish universities in the field of Personnel Training, joint research, student mobility, etc.

**T (Threats) – (potentially negative external factors)**

- 1.Absence of large enterprises, industries and research centers in the region where the University is located.
- 2.High competition in the field of higher education at the National and international levels.
- 3.Increased competition in connection with the opening of new hospitals and family medicine centers in our region.
- 4.Lack of financial and human resources for new technologies.

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3. Expansion of strategic partnership with Turkish universities willing to work on the franchise model – (Gazi University, Middle East Technical University, Hacettepe University, Marmara University, Yildiz Technical University).

4. The possibility of introducing world experience into the university management system by improving professional qualifications in the field of Management in foreign educational institutions within the framework of the Bolashak, Mevlana, Erasmus, etc. programs.

5. The desire of employers (KTZ (Kentaу), schools, clinics, akimats of cities and regions and state bodies, etc.) to cooperate jointly on the creation of practice-oriented training of students.

6. The possibility of introducing global educational programs based on Kaztep and touch with the help of Distance Learning Technologies, which will allow you to access knowledge in Kazakh, Turkish, English and Russian languages from anywhere in the world.

7. The creation of a digital platform for universities of the Turkic world in order to coordinate educational programs that solve the problem of mutual recognition of documents on education and Youth Mobility will contribute to the joint promotion of Universities of the Turkic world in international rankings.

8. The opportunity to increase the number of students coming from foreign universities with the academic mobility program by expanding the list of subjects in English and Turkish.

9. The possibility of diversified affordable quality education by improving the quality of distance learning and its widespread introduction into the educational activities of the university (curricula, blend-learning).

10. The opportunity to increase the share of teachers with scientific degrees through targeted training in PhD programs in Turkey.

There are few specialized firms involved in tenders in the region.  
5. lack of young qualified specialists in the region.

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11. The opportunity for scientists and teachers of the University to actively participate in research and grant competitions (Science Committee, foundation of the first president of the Republic of Kazakhstan, TUBITAK, TIKa, Presidency for Turkish Abroad and Related Communities (YTB), etc.).
12. The ability to organize large-scale scientific events (high-quality material and technical Base, Hotel, Palace of culture, library, clinic, etc.).
13. The opportunity to cooperate with foreign research institutes, establish relationships with leading international universities and implement joint research projects.
14. The opportunity to become a hub of World importance in the field of Turkology, archeology, theology, Yassawi.
15. Optimization of financial sources, the possibility of creating and developing an endowment fund of the University.
16. Creating research clusters and opening a ThinkTank Center.
17. The possibility of Activating Youth Policy, providing volunteer services and implementing social projects.
18. Improvement of the infrastructure of the city of Turkestan (modern airport, new tourist facilities, etc.). The infrastructure of the University's large unused campus areas and some adjacent streets and alleys are unfinished.
19. Double-degree agreement with the Department of tourism with the Departments of biology and chemistry of the Faculty of Theology, engineering and humanities continues.

### 3. MISSION, VISION, VALUES AND DEVELOPMENT

#### Prospects

##### 3.1. Mission:

To be a university that adheres to academic principles educating advanced, qualified and innovative individuals following the teachings of Khoja Akhmet Yassawi

**Strategic Vision:** A university that conducts world-class scientific research based on the cooperation between Kazakhstan and Turkey and trains qualified specialists for the Turkic world.

##### 3.2. Vision

The main values of the University are formed on the basis of the synthesis of the spiritual heritage of Khoja AKhmet Yassawi and Universal academic ethics:

##### 1. Partnership and respect

In its activities, the university values the positions of the founding states based on friendship, equality and cultural differences. Our main principle is respect for a person, his rights and dignity. We work as a team, in partnership, and we are ready to support our colleagues. We show goodwill to each other, encourage and inspire each other.

##### 2. Transparenc and reliability

We conduct our activities openly, and all interested parties, as well as the general public, can see everything freely. All officials in the leadership of the University are responsible for their decisions, actions and their consequences. We openly express our opinions and listen to the opinions of others. We can listen, hear and understand the real needs of our students, teachers and employees. Relying on each other, we build public trust and social capital. We form a long-term trusting relationship with everyone in the university staff.

##### 3. Justice and honesty

All employees and students of our university adhere to the principle of Justice. The university authorities never allow employees to be discriminated against and respect their work, managing them based on meritocracy. In the process of educational and scientific activity, we adhere to and maintain high standards of academic ethics, conscience and ethics.

##### 4. Qualification and diligence

The whole team and students with love for work he strives to look, work hard and achieve its results. Educational programs

we strive to create a competitive, predictable labor market demand, which is more important to us than full comprehensive documentation.

## **5. Innovation and adaptability**

We appreciate the innovative approach, active position, flexibility and mobility in the organization. Being ready for change is more important than acting with the original plan. We are constantly looking for new opportunities to achieve good results. Only then will we come up with new ideas and implement them that will make the world a better place.

### **3.3 University position**

The Khoja Akhmet Yassawi International Kazakh-Turkish University contributes to the development and transformation of the Turkic world into one of the most important economic, cultural and humanitarian regions by modernizing the Turkic civilization and introducing the world to the Yassawi heritage and sacred Turkestan.

Turkestan is a sacred place with a centuries-old history, a vital lifeblood of the Great Silk Road, connecting Europe and Asia, a sacred city that was the former capital of the Kazakh Khanate. This is the place where the mausoleum of Khoja Akhmet Yassawi is located – a unique historical monument of the Turkic peoples of Central Asia and Kazakhstan. Since gaining independence, the growth of Turkestan, giving it the status of a "common spiritual center of the Turkic peoples", is of great importance not only for the Turkic world, but also for other regions.

## **6. STRATEGIC DIRECTIONS, GOALS, TARGET INDICATORS AND OBJECTIVES OF ACHIEVING THEM**

The University Development Program, which covers the period from 2024 to 2029, aims to make the University one of the best international educational institutions with a high image and reputation.

The development program of Akhmet Yassawi University is aimed at ensuring that the quality of Education, Research, human resources, public services and infrastructure of the university meets international standards and regulations.

In the period from 2024 to 2029, we identified four main areas, set 10 goals.

### **6.1. STRATEGIC DIRECTION 1. SUSTAINABLE INSTITUTIONAL DEVELOPMENT**

**Goal 1.1.** Ensuring the stability of corporate governance

**Task 1.1.1.** Development of corporate governance

**Task 1.1.2.** Creating a digital "ecosystem" and a digital "Smart university" model task

**1.1.3.** developing an institutional policy for managing human resources and talents.

**Task 1.1.4.** Development of modern infrastructure

**Task 1.1.5.** Ensuring financial stability for progressive institutional development

**Goal 1.2.** Strengthening the image and reputation of AYU

**Task 1.2.1.** Improving positions in the ratings of the world's leading domestic ratings and universities

**Task 1.2.2.** Ensuring global partnership with leading domestic and foreign organizations in the field of Education, Science and healthcare

**Task 1.2.3.** Strengthening the influence of the region on the development of the country and Society of the Turkic world.

### **STRATEGIC DIRECTION 2. ACHIEVING ACADEMIC EXCELLENCE**

**Goal 2.1.** Creation of an educational ecosystem for high-quality training of competitive personnel at the regional, national and international levels

**Task 2.1.1.** Development of the international campus and internationalization of programs of higher and postgraduate education.

**Task 2.1.2.** Updating educational programs taking into account practice-oriented requirements, the requirements of domestic and world standards, regional needs and informal training.

**Task 2.1.3.** Ensuring access to high-quality educational and information resources that meet the requirements of modern higher education

**Goal 2.2.** Creating favorable conditions for personal development and increasing the social activity of students (Mission 3)

**Task 2.2.1.** Implementation of the integrated social GPA of students

**Task 2.2.2.** Development of students' initiatives



**Task 2.2.3.** Protecting the student's health

**Goal 2.3.** Development of pre - Higher Education

**Task 2.3.1.** Development of the University College

**Task 2.3.2.** Development of the preparatory Center

**STRATEGIC DIRECTION 3. INCREASING SCIENTIFIC AND INNOVATIVE POTENTIAL**

**Goal 3.1. Development of the research ecosystem**

**Task 3.1.1.** Increasing the scientific potential of scientists

**Task 3.1.2.** Increasing the scientific potential of students

**Task 3.1.3.** Development of scientific publications of the University

**Goal 3.2. Improving the effectiveness of scientific research.**

**Task 3.2.1.** Increasing the potential of scientific research with the final product (practical application/commercialization).

**Task 3.2.2.** Improving the publication activity and quality of publications of scientists

**Task 3.2.3.** Increasing the innovative activity of scientists

**Goal 3.3. Development of Research Institutes of Akhmet Yassawi University**

**Task 3.3.1.** Improving Applied Science in research institutes

**STRATEGIC DIRECTION 4. DEVELOPMENT OF A CLINICAL DIAGNOSTIC CENTER**

**Goal 4.1. Providing high-quality medical care to the population of the Turkestan region**

**Task 4.1.1.** Improving inpatient care.

**Task 4.1.2.** Improving outpatient care

**Goal 4.2. Development of higher medical education and medical science**

**Task 4.2.1.** Development of the Institute of Clinical mentoring

**Task 4.2.2.** Development of scientific and clinical activities

**7. Main results expected by 2029:**

The phased implementation of the tasks of the University Development Program will allow achieving the following results by 2029.

**The stability of the institutional development of the university will be evidenced by the following facts:**

- The ratio of the average salary of teaching staff to the regional average salary is at least 1.5;
  - every year, the University initiates at least 5 improvement projects aimed at improving processes and improving management efficiency at all levels.
  - by the end of the planning period, risk orientation will be ensured in 100% of structural divisions;
  - the university is moving to the "Smart-University" model with a digital ecosystem. By the end of the planning period, the percentage of automation of business processes will be provided at the level of 100%. A high-quality local area network and internet connection are also provided. The university plans to increase the coverage of the Wi-Fi zone to 100%.
  - the annual renewal of the computer Park is at least 20% per year and ensures the smooth operation of structural units.
  - a new institutional policy for the management of human resources and talents will be developed through new rules for the selection, certification, evaluation of effectiveness, training and development, organization and remuneration of personnel.
  - building of the Faculty of theology, the building of the research center of Turkology and other necessary infrastructure facilities will be built.
  - the share of foreign experts involved in teaching activities will increase to 7.5%;
  - The degree of teaching staff is at least 70%, and the share of teaching staff with knowledge of English and Turkish, confirmed by international certificates, is at least 26% ;
  - there will be a total number of 4484 places in the hostel, which will provide 100% of the needs of students;
  - a target capital fund (Endowment Fund) will be created, which will become an important element of the University's corporate governance system.
  - the share of extrabudgetary funds in total financing will increase to 15.5;
  - the university is in the top 700 of the QS WUR rating: the place of the University in the QS-WUR rating cannot be lower than 650;
  - least 2 educational programs will be included in the list of top 100 QS;
  - At least 20 programs are included in the top 25% of the Atameken rating;
  - the number of agreements (memoranda) concluded with the world's leading educational, scientific, health and cultural organizations, as well as local executive bodies will be at least 290;

– at least 2 joint and effective initiatives aimed at supporting the strategy of progressive development of the region and the countries of the Turkic world will be implemented annually.

**2) 2) by 2029, academic leadership is confirmed by the following achievements:**

- 80% of graduates get a job in the first year after graduation.
- the University implements 10 international educational programs;
- the share of foreign students in the total number of university students is at least 15% ;
- the share of innovative educational programs developed by order of industry associations and enterprises reaches 10%;
- the share of students who have left abroad under the academic mobility program is at least 2.5% ;
- at least 3 two-degree and joint educational programs will be implemented with foreign partner universities, including partner universities from the top-700 of the QS rating.
- the creation of the Center for Academic Excellence "Yassawi" with a developed infrastructure and training of specialists in the field of Biotechnology, it, Ecology, Environmental Protection will allow to increase academic and scientific potential, make a significant contribution to the development of the Turkestan region and integrate the University 4.0 into the world educational space.
- an integrated social average GPA is introduced for students.
- The share of employers and representatives of business structures involved in the educational process from the total number of teaching staff is 10% ;
- the share of students using global digital libraries in the educational process will increase to 35%;
- the level of creation of conditions for inclusive education is 100% ;
- for the proportion of university students involved in volunteering and organized public events is at least 35;
- the university will have 30 creative and leisure clubs and groups;
- the share of registered students in sports sections of the university, including City sports clubs, is 25%.

**The following facts will be the results of increasing scientific and innovative potential:**

- The university provides support for the participation of scientists in annual competitions of scientific research and annual competitions of program-targeted financing of scientific and technical programs within the framework of grant funding to solve strategic tasks of industries.

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- the number of young scientists (up to 40 years old), as well as the share of teaching staff engaged in research work within the framework of R & D will increase by 1.5 times;
- at the number of commercialized research projects is 4
- the number of startup projects implemented by employees, as well as students, will increase by 4 times;
- annual increase in the number of publications in international peer-reviewed journals (Scopus, WoS), as well as in journals recommended by the committee for quality assurance in science and higher education of the Ministry of Science and higher education of the Republic of Kazakhstan will be at least 3%. Q1, Q2 Journal Citation Reports the total number of publications of faculty and university staff in high-ranking publications JCR, WoS, Scopus will be at least 1050 for the entire planning period;
- университет ғалымдарының патенттік белсенділігі 2 есе артады.
- each year, each Research Institute implements an additional 1 project within the framework of grants and other types of funding

**3) the development of the clinical diagnostic center is confirmed by the following results:**

- the level of medical equipment supply will increase by 30%;
- at least 2 new technologies are introduced annually in the process of diagnosis and treatment;
- the share of doctors teaching at the medical faculties of the university is at least 25% ;  
at the clinic is the base for scientific clinical research.

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## 6. Determination of target indicators and performance indicators

| Directions, goals, objectives and indicators  | Unit of measurement | The planned period initial value | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | Responsible performers   |
|---|---------------------|----------------------------------|------|------|------|------|------|------|--|
| <b>STRATEGIC DIRECTION 1. SUSTAINABLE INSTITUTIONAL DEVELOPMENT</b>                             |                     |                                  |      |      |      |      |      |      |  |
| <b>Goal 1.1. Ensuring the stability of corporate governance</b>                                 |                     |                                  |      |      |      |      |      |      |  |
| <b>Target indicators:</b>   |                     |                                  |      |      |      |      |      |      |  |
| 1) Providing students with beds   | %                   | 70                               | 72   | 85   | 90   | 95   | 100  | 100  | Vice-rector for academic affairs                                   |
| 2) The ratio of the average salary of teaching staff to the average salary by region            | Ratio               | 1,1                              | 1,15 | 1,2  | 1,25 | 1,3  | 1,4  | 1,5  | Vice rector for finance and international relations                |
| <b>Task 1.1.1. Development of corporate governance</b>  |                     |                                  |      |      |      |      |      |      |  |
| 1.1.1.1 Number of projects in university units  | number              | -                                | 3    | +5   | +5   | +5   | +5   | +5   | Vice president for strategic development and science               |
| 1.1.1.2 Share of risk management units  | %                   | 10                               | 50   | 70   | 90   | 100  | 100  | 100  | Vice president for strategic development and science, Risk Manager |
| <b>Task 1.1.2. Creation of a digital "ecosystem" and a digital "Smart-university" model</b>     |                     |                                  |      |      |      |      |      |      |  |
| 1.1.2.1. The University share of automated business processes                                   | %                   | 0                                | 20   | 40   | 80   | 100  | 100  | 100  | Executive Secretary  |
| 1.1.2.2. Annual update of the computer Park   | %                   | 35                               | 30   | 20   | 20   | 20   | 20   | 20   | Executive Secretary  |
| 1.1.2.3. Webometrics Ranking of-Kazakhstan positions (website)                                  | place               | 9                                | 8    | 7    | 7    | 6    | 6    | 5    | Executive Secretary  |
| 1.1.2.4. Internet coverage of university infrastructure facilities                              | %                   | 70                               | 80   | 85   | 90   | 95   | 100  | 100  | Executive Secretary  |
| <b>Task 1.1.3. Development of institutional human resources and talent management policies.</b> |                     |                                  |      |      |      |      |      |      |  |

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| <b>Directions, goals, objectives and indicators</b>  | <b>Unit of measurement</b>     | <b>The planned period initial value</b> | <b>2024</b> | <b>2025</b> | <b>2026</b> | <b>2027</b> | <b>2028</b> | <b>2029</b> | <b>Responsible performers</b>   |
|--|--------------------------------|---|-------------|-------------|-------------|-------------|-------------|-------------|---|
| 1.1.3.1. The share of foreign specialists involved in activities at the University,  | %                              | 4                                       | 5           | 5,5         | 6           | 6,5         | 7           | 7,5         | Executive Secretary   |
| 1.1.3.2. Academic degree of teaching staff   | %                              | 44                                      | 50          | 55          | 60          | 65          | 70          | 70          | Executive Secretary Deans of the University heads of departments                        |
| 1.1.3.3. International share of teaching staff who speak English and Turkish, confirmed by certificates  | %                              | 15                                      | 16          | 18          | 19          | 22          | 24          | 26          | Vice rector for finance and international relations                                     |
| 1.1.3.4. Working conditions of the teaching staff satisfaction level (social question) (Net Loyalty Index (eNPS (Employee Net Promoter Score ))  | Index                          | -                                       | 20-30       | 30-35       | 30-35       | 35-40       | 40-50       | 50-60       | Executive Secretary   |
| <b><i>Task 1.1.4. Development of modern infrastructure</i></b>   |                                |   |             |             |             |             |             |             |   |
| 1.1.4.1. Number of beds introduced in dormitories  | Number                         | 3064                                    | +400        | +350        | +170        | -           | +500        | -           | Vice-rector for social and cultural development   |
| 1.1.4.2. To maintain infrastructure facilities in working condition share of financial resources used  | %                              | 5%                                      | 5,1 %       | 5,2%        | 5,3%        | 5,4%        | 5,5%        | 5,5%        | Vice rector for finance and international relations                                     |
| 1.1.4.3 Funds spent on updating educational and scientific equipment share of resources, % accounting  | %                              | 3%                                      | 3,1%        | 3,2%        | 3,3%        | 3,4%        | 3,5%        | 3,5%        | Vice rector for finance and international relations                                     |
| <b><i>Task 1.1.5. Ensuring financial stability for progressive institutional development</i></b>   |                                |   |             |             |             |             |             |             |   |
| 1.1.5.1. University the contingent of students studying on grants of the Ministry of education and science of the Republic of Kazakhstan, the Ministry of Health and the TR increase in the percentage of students | Annual share percentage growth | 72%                                     | +0,5        | +0,6        | +0,7        | +0,8        | +0,9        | +1,0        | Vice-rector for academic affairs<br>Vice rector for finance and international relations |

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| Directions, goals, objectives and indicators   | Unit of measurement | The planned period initial value | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | Responsible performers   |
|--|---------------------|----------------------------------|------|------|------|------|------|------|--|
|  | %                   |                                  |      |      |      |      |      |      |  |
| 1.1.5.2. Out of budget from the total amount of funding share of funds   | %                   | 14,5                             | 14,5 | 14,6 | 14,6 | 14,9 | 15,4 | 15,5 | Vice rector for finance and international relations  |
| 1.1.5.3. Annual increase in the share of investments in the development of the University, including within the endowment fund                             | %                   | 65 million. TG                   | +10  | +10  | +10  | +10  | +10  | +10  | Vice rector for finance and international relations; vice-rector for social and cultural development |
| <b>Goal 1.2. Strengthening the image and reputation of AYU</b>   |                     |                                  |      |      |      |      |      |      |  |
| <b>Target indicators:</b>  |                     |                                  |      |      |      |      |      |      |  |
| 1) Position of universities in the QS-WUR rating   | Place               | 787                              | 780+ | 750+ | 730+ | 700+ | 680+ | 650+ | Vice president for strategic development and science   |
| 2) Number of effective joint initiatives with leading domestic and foreign Educational, Scientific, Health and cultural organizations                      | number              | 10                               | 12   | 12   | 13   | 13   | 14   | 14   | Rectorate, Department of science. Youth policy, International Department of communications           |
| 3) Number of joint most effective initiatives aimed at supporting the progressive development strategy of the region and the countries of the Turkic world | Number              | 1                                | 2    | 2    | 2    | 2    | 2    | 2    | Rectorate, Department of science. Youth policy, International Department of communications           |
| <b>Task 1.2.1. Improving positions in the ratings of the world's leading domestic ratings and universities</b>   |                     |                                  |      |      |      |      |      |      |  |
| 1.2.1.1. Number of programs included in the top 25% in the Atameken rating   | Number              | 1                                | 2    | 5    | 8    | 12   | 16   | 20   | Strategic development, rating and quality Center, Academic Department                                |



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| <b>Directions, goals, objectives and indicators</b>  | <b>Unit of measurement</b> | <b>The planned period initial value</b> | <b>2024</b> | <b>2025</b> | <b>2026</b> | <b>2027</b> | <b>2028</b> | <b>2029</b> | <b>Responsible performers</b>  |
|--|----------------------------|---|-------------|-------------|-------------|-------------|-------------|-------------|--|
| 1.2.1.2. The QS World University Rankings: Sustainability (SDG (Sustainable Development Goals)) result   | place                      | 1591                                    | 1590+       | 1550+       | 1530+       | 1500+       | 1450+       | 1400+       | Research Center for Sustainable Development<br>Director, Center for Strategic Development, rating and quality,<br>Academic department                                  |
| 1.2.1.3. Asia University RANKINGS position   | place                      | 203                                     | 200+        | 190+        | 180+        | 170+        | 150+        | 140+        | Strategic development,<br>Rating and quality<br>Center, Academic Department,<br>Department of Science.<br>Department of<br>youth policy,<br>International<br>Relations |
| 1.2.1.4. Times Higher Education Impact Rankings result   | place                      | -                                       | 1001+       | 900+        | 850+        | 800+        | 750+        | 700+        | Director of the Research<br>Center for Sustainable<br>Development,<br>Strategic development,<br>rating and quality<br>Center,  |
| 1.2.1.5. QS-BY SUBJECT, TOP-100 number of embedded programs  | number                     | 0                                       | 0           | 0           | 1           | 1           | 2           | 2           | Academic department,<br>Strategic development,<br>rating and quality center,   |
| <b><i>Task 1.2.2. Ensuring global partnership with leading domestic and foreign organizations in the field of Education, Science and healthcare</i></b>            |                            |   |             |             |             |             |             |             |  |
| 1.2.2.1. World-leading education, science, healthcare and contracts concluded with cultural organizations, as well as local executive bodies number of (memoranda) | number                     | 234                                     | 240         | 247         | 257         | 272         | 285         | 290         | Department of<br>international relations<br>Department of science.   |

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| <b>Directions, goals, objectives and indicators</b>  | <b>Unit of measurement</b> | <b>The planned period initial value</b> | <b>2024</b> | <b>2025</b> | <b>2026</b> | <b>2027</b> | <b>2028</b> | <b>2029</b> | <b>Responsible performers</b>   |
|--|----------------------------|---|-------------|-------------|-------------|-------------|-------------|-------------|---|
| 1.2.2.2. Number of memoranda and agreements on the adoption of patronage concluded with representatives of large businesses in terms of scientific and innovative activities | number                     | -                                       | 1           | 1           | 2           | 2           | 3           | 3           | Department of international relations, Department of science. Youth policy. |
| <b><i>Task 1.2.3. strengthening the influence of the region, the country and the countries of the Turkic world on the development of society</i></b>                         |                            |   |             |             |             |             |             |             |   |
| 1.2.3.1. Aged 6-74 years on informal educational programs aimed at improving digital literacy number of listeners  | number                     | 0                                       | 35          | 50          | 65          | 80          | 95          | 110         | Vice-rector for Academic Affairs<br>Professional development center         |
| 1.2.3.2. Number of copyrighted online courses owned by our University  | number                     | 0                                       | 1           | 3           | 5           | 7           | 9           | 10          | Vice-rector for Academic Affairs  |
| 1.2.3.3. Number of students in informal educational programs (except silver University)  | number                     | 350                                     | 400         | 450         | 500         | 550         | 600         | 650         | Vice-rector for Academic Affairs  |
| 1.2.3.4. Educational Programs number of students silver university programs by   | number                     | 0                                       | 25          | 35          | 45          | 55          | 65          | 75          | Vice-rector for Academic Affairs  |

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| Directions, goals, objectives and indicators   | Unit of measurement | The planned period initial value | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | Responsible performers                              |
|--|---------------------|----------------------------------|------|------|------|------|------|------|---|
| <b>STRATEGIC DIRECTION 2. ACHIEVING ACADEMIC EXCELLENCE</b>  |                     |                                  |      |      |      |      |      |      |   |
| <b>Goal 2.1.</b> Creation of an educational ecosystem for high-quality training of competitive personnel at the regional, national and international levels                                    |                     |                                  |      |      |      |      |      |      |   |
| <b>Target indicators:</b>  |                     |                                  |      |      |      |      |      |      |   |
| 1) Gold mark, International number of winners and prize-winners of Olympiads, competitions, sports competitions (awarded with diplomas of the first, second and third degrees)                 | number              | 23                               | 25   | 30   | 35   | 40   | 45   | 50   | Vice-rector for Academic Affairs<br>Dean of faculty |
| 2) The share of graduates employed in the first year after graduation  | %                   | 80                               | 82   | 82,5 | 83,0 | 83,5 | 84,0 | 84,5 | Vice-rector for Academic Affairs                    |
| 3) The degree of satisfaction of students with the quality of educational services and the ecosystem   | %                   | -                                | 60   | 62   | 65   | 70   | 75   | 80   | Vice-rector for Academic Affairs                    |
| <b>Task 2.1.1.</b> <i>Development of the international campus and internationalization of programs of higher and postgraduate education.</i>   |                     |                                  |      |      |      |      |      |      |   |
| 2.1.1.1. Number of international educational programs at the University.   | number              | 0                                | 2    | 4    | 6    | 8    | 9    | 10   | Vice-rector for Academic Affairs                    |
| 2.1.1.2. According to the coefficient the share of foreign students in universities from the total number of students (qualitative indicator), %   | %                   | 11                               | 11   | 12   | 12   | 13   | 14   | 15   | Vice rector for finance and international relations |
| <b>Task 2.1.2.</b> <i>Updating educational programs taking into account practice-oriented Requirements, Requirements of domestic and world standards, regional needs and informal training</i> |                     |                                  |      |      |      |      |      |      |   |
| 2.1.2.1. Number of internationally accredited educational programs   | number              | 0                                | 0    | +1   | +1   | +1   | +1   | +1   | Vice rector for finance and international relations |
| 2.1.2.2. The share of innovative EP developed by Order of industry associations and enterprises  | %                   | 0                                | 3    | 5    | 6    | 7    | 8    | 10   | Vice rector for finance and international relations |

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|--|----------------------------|---|-------------|-------------|-------------|-------------|-------------|-------------|---------------------------------------|
| 2.1.2.3. For students who have gone abroad for at least a trimester, semester, and academic year from the total number of students under the academic mobility program   | %                          | 1                                       | 1,2         | 1,5         | 1,7         | 2           | 2,2         | 2,5         | Department of international relations |
| 2.1.2.4. From the total number of students under the academic mobility program for at least a semester, for the period of the academic year from abroad percentage of incoming students                        | %                          | 0,5                                     | 0,7         | 0,9         | 1           | 1,2         | 1,5         | 2           | Department of international relations |
| 2.1.2.5. Education within the framework of double-degree education with partner universities in the top-700 of the QS rating programs  | number                     | -                                       | -           | 1           | 1           | 1           | 1           | 1           | Vice-rector for Academic Affairs      |
| 2.1.2.6. Share of external (incoming/outgoing) academic mobility of teaching staff   | %                          | 0,3                                     | 0,5         | 0,6         | 0,7         | 0,8         | 0,9         | 1           | Department of international relations |
| 2.1.2.7. Education under the program of internal academic mobility from the total number of recipients for at least a semester, for the duration of the academic year percentage of incoming/outgoing students | %                          | 0,2                                     | 0,3         | 0,4         | 0,5         | 0,6         | 0,7         | 0,8         | Department of international relations |
| 2.1.2.8. Employers and business depending on the total number of teaching staff share of Representatives   | %                          | 10                                      | 11          | 12          | 13          | 14          | 15          | 15          | Vice-rector for Academic Affairs      |
| <b><i>Task 2.1.3. Ensuring access to high-quality educational and information resources that meet the requirements of modern higher education</i></b>  |                            |   |             |             |             |             |             |             |                                       |
| 2.1.3.1. Special education conditions for unhindered physical access to educational buildings, student dormitories and elevators for students with needs   | %                          | 60                                      | 70          | 80          | 90          | 100         | 100         | 100         | Executive Secretary                   |

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|--|----------------------------|---|-------------|-------------|-------------|-------------|-------------|-------------|--|
| 2.1.3.2. Number of involved representatives of non-governmental organizations, public funds, public associations in the work on updating, implementing educational programs in the development of Inclusive Education  | number                     | -                                       | 1           | 1           | 2           | 2           | 3           | 3           | Vice-rector for Academic Affairs,<br>Vice-rector for social and cultural development |
| 2.1.3.3. Number of subscriptions to global digital libraries   | number                     | 2                                       | 2           | 3           | 3           | 3           | 4           | 4           | Vice-rector for Academic Affairs   |
| 2.1.3.4. Use of world digital libraries in the educational process share of students using, %  | %                          | 8                                       | 10          | 15          | 20          | 25          | 30          | 35          | Vice-rector for Academic Affairs   |
| <b>Goal 2.2. Creating favorable conditions for personal development and increasing the social activity of students (Mission 3)</b>   |                            |   |             |             |             |             |             |             |  |
| <b>Target indicators:</b>  |                            |   |             |             |             |             |             |             |  |
| 1) <i>Percentage of university students involved in organized public activities, % (public life of the University, charity events in orphanages, boarding schools for children with special educational needs, for veterans of the Great Patriotic War and the Labor front, marathons, concert programs, student self-government, clubs and public organizations organizations, competitions, festivals, flash mobs, volunteering, discussion)</i><br>2) <i>the share of members of the student government from the total number of students</i> | %                          | 25                                      | 27          | 28          | 30          | 32          | 34          | 35          | Vice-rector for Academic Affairs,  |

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|--|---------------------|----------------------------------|------|------|------|------|------|------|-----------------------------------|
|  | %                   | 1                                | 1,2  | 1,3  | 1,4  | 1,4  | 1,5  | 1,5  | Vice-rector for Academic Affairs, |
| <b>Task2. 2. 1. Implementation of the integrated social GPA of students</b>  |                     |                                  |      |      |      |      |      |      |                                   |
| 2.2.1.1. The share of volunteers from the total number of students (children in orphanages, with special educational needs charity events in boarding schools for veterans of the Great Patriotic War and the Labor front, volunteering) | %                   | 1                                | 1,1  | 1,2  | 1,3  | 1,3  | 1,4  | 1,5  | Vice-rector for Academic Affairs, |
| 2.2.1.2. From the total number of students of public organizations for members (City, Regional, National, International)   | %                   | 2                                | 2,2  | 2,5  | 3,0  | 3,5  | 3,7  | 4,0  | Vice-rector for Academic Affairs, |
| 2.2.1.3. From the total number of students to public events and trainings (University, City, Regional, National, International) share of participants  | %                   | 5                                | 5.5  | 6    | 6,5  | 7    | 7,5  | 8    | Vice-rector for Academic Affairs, |
| <b>Task 2.2.2. Development of students' initiatives</b>  |                     |                                  |      |      |      |      |      |      |                                   |
| 2.2.2.1. Number of creative and leisure clubs and collectives  | number              | 20                               | 22   | 23   | 25   | 26   | 28   | 30   | Vice-rector for Academic Affairs, |
| <b>Task 2.2.3. Protecting the student's health</b>   |                     |                                  |      |      |      |      |      |      |                                   |
| 2.2.3.1. Share of the total number of students living in sports sections of the university, including City sections  | %                   | 15                               | 17   | 18   | 20   | 22   | 23   | 25   | Vice-rector for Academic Affairs, |
| 2.2.3.2. For Psychocorrectional activities (individual consultations, trainings, psychological groups) share of students who participated)   | %                   | 3                                | 3,3  | 3,7  | 4    | 4,3  | 4,7  | 5    | Vice-rector for Academic Affairs, |

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|---|---------------------|----------------------------------|------|------|------|------|------|------|--------------------------------|
| <b>Goal 2.3. Development of pre - Higher Education</b>  |                     |                                  |      |      |      |      |      |      |                                |
| <b>Target indicators:</b>   |                     |                                  |      |      |      |      |      |      |                                |
| 1) Share of graduates enrolled in universities  | %                   | 28,9                             | 30   | 31   | 32   | 33   | 34   | 35   | College management             |
| <b><i>Task 2.3.1. Development of the University College</i></b>                                 |                     |                                  |      |      |      |      |      |      |                                |
| 2.3.1.1. Students ' satisfaction with the conditions created for quality training               | %                   | 82                               | 84   | 85   | 85   | 87   | 90   | 90   | College management             |
| 2.3.1.2. In the first year after graduating from college, graduates are employed location level | %                   | 64                               | 65   | 67   | 69   | 70   | 72   | 74   | College management             |
| <b><i>Task 2.3.2. Development of the preparatory Center</i></b>                                 |                     |                                  |      |      |      |      |      |      |                                |
| 2.3.2.1. The preparatory Center provision of programs with a contingent                         | %                   | 85                               | 100  | 100  | 100  | 100  | 100  | 100  | Preparation head of the center |

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|---|---------------------|------------------|-----------------|------|------|------|------|------|------|--|
| <b>Strategic direction 3. increasing scientific and innovative potential</b>  |                     |                  |                 |      |      |      |      |      |      |  |
| <b>Goal 3.1. Development of the research ecosystem</b>  |                     |                  |                 |      |      |      |      |      |      |  |
| <b>Target indicators:</b>   |                     |                  |                 |      |      |      |      |      |      |  |
| 1) Research within the framework of R & D on GF/ BMP number of young teaching staff engaged in work (up to 40 years)(according to the coefficient)  | Number              | 63               |                 | 70   | 75   | 80   | 85   | 87   | 90   | Vice president for strategic development and science |
| 2) The number of international research projects being implemented out of the total number of research projects   | Number              | 1                |                 | 1    | 1    | 2    | 2    | 3    | 3    | Vice president for strategic development and science |
| 3) The amount of R & D income from the total income of the University   | %                   | 14               |                 | 15   | 16   | 16,5 | 17   | 17,5 | 18   | Vice president for strategic development and science |
| <b>Task 3.1.1. Increasing the scientific potential of scientists</b>  |                     |                  |                 |      |      |      |      |      |      |  |
| 3.1.1.1. Young scientists from the total number of scientists and researchers engaged in R & D (research and development) contribution (participation in research projects on GF/ MF, etc.) | %                   | 61               |                 | 62   | 63   | 64   | 65   | 66   | 67   | Science Department                                   |
| 3.1.1.2. Research within the framework of R & D on GF/ IMP share of teaching staff engaged in work (according to the coefficient)   | %                   | 11,4             |                 | 12   | 12,5 | 13   | 13,5 | 14   | 15   | Science Department                                   |
| <b>Task 3.1.2. Increasing the scientific potential of students</b>  |                     |                  |                 |      |      |      |      |      |      |  |
| 3.1.2.1. Research projects included in the performance of duties  | Number              | 19               |                 | 24   | 29   | 35   | 40   | 45   | 50   | Science Department                                   |



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|--|----------------------------|-------------------------|------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------------------------|
| education at all levels<br>number of recipients (involvement in research projects on GD/ BMD)  |                            |                         |                        |             |             |             |             |             |             |                               |
| <b><i>Task 3.1.3. Development of scientific publications of the University</i></b>   |                            |                         |                        |             |             |             |             |             |             |                               |
| 3.1.3.1. Science and higher education of the Republic of Kazakhstan the University journals included in the list of the Ministry of education and science number of (series) | Number                     | 3                       | 3                      | 4           | 4           | 5           | 5           | 5           |             | Science Department            |
| <b>Goal 3.2.Improving the effectiveness of scientific research.</b>  |                            |                         |                        |             |             |             |             |             |             |                               |
| <b>Target indicators:</b>  |                            |                         |                        |             |             |             |             |             |             |                               |
| 1) From the budget number of funded implemented research projects  | Number                     | 33                      | 35                     | 35          | 37          | 37          | 39          | 40          |             | Science Department            |
| 2) Q1, Q2 Journal Citation Reports JCR high rated number of articles and reviews of scientists in their publications   | Number                     | 94                      | 95+                    | 100+        | 105+        | 110+        | 115+        | 120+        |             | Science Department            |
| <b><i>Task 3.2.1. Increasing the potential of scientific research with the final product (practical application/commercialization)</i></b>                                   |                            |                         |                        |             |             |             |             |             |             |                               |
| 3.2.1.1. Research activities number of commercialized projects   | Number                     | 1                       | 1                      | 2           | 2           | 3           | 3           | 4           |             | Commercialization Center      |
| 3.2.1.2. From the budget share of commercialized projects out of all funded research projects  | %                          | 2,9                     | 2,7                    | 5,2         | 5           | 7,1         | 6,9         | 9           |             | Commercialization Center      |
| 3.2.1.3. Number of startup projects implemented by employees at the University   | Number                     | 2                       | 3                      | 4           | 5           | 6           | 7           | 8           |             | Commercialization Center      |

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|--|----------------------------|-------------------------|------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------------------------|
| 3.2.1.4. Scientific and (or) scientific and technical activities the results of scientific and Applied Research volume of individual co-financing of commercialized projects (Local executive body , business representatives) | Thousand.T G.              | -                       |                        | 10 000      | 12 000      | 14 000      | 16 000      | 18 000      | 20 000      | Commercialization Center      |
| 3.2.1.5. Number of startup projects of Students for each year  | number                     | 3                       |                        | 3           | 4           | 5           | 6           | 7           | 8           | Commercialization Center      |
| <b><i>Task 3.2.2. Improving the publication activity and quality of publications of scientists</i></b>   |                            |                         |                        |             |             |             |             |             |             |                               |
| 3.2.2.1. International published in peer-reviewed journals (Scopus, WoS number of articles (+%by the number of articles published last year)   | number                     | 157                     |                        | 160+        | 165+        | 170+        | 180+        | 185+        | 190+        | Science Department            |
| 3.2.2.2. In accordance with the list submitted by the committee for control in the field of Education and science of the Republic of Kazakhstan number of scientific index publications in the database                        | number                     | 159                     |                        | 170+        | 175+        | 180+        | 185+        | 190+        | 190+        | Science Department            |
| 3.2.2.3. H-index (Hirsch index ) number of scientists six (6) and higher   | number                     | 8                       |                        | 9           | 10          | 11          | 12          | 13          | 14          | Science Department            |
| 3.2.2.4. Scientific number of monographs/book chapters (Scopus, WOS)   | number                     | -                       |                        | 1           | 1           | 2           | 2           | 3           | 3           | Science Department            |
| <b><i>Task 3.2.3. Increasing the innovative activity of scientists</i></b>   |                            |                         |                        |             |             |             |             |             |             |                               |
| 3.2.3.1. Number of patents obtained within the framework of research implemented at the expense of the state budget  | number                     | 2                       |                        | 2           | 3           | 3           | 4           | 4           | 5           | Commercialization Center      |
| 3.2.3.2. International level number of patents and applications submitted (for each year)  | number                     | 1                       |                        | 1           | 2           | 2           | 3           | 3           | 3           | Commercialization Center      |

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|--|---------------------|---------------------------|------|------|------|------|------|------|------------------------|
| <b>Goal 3.3. Development of Research Institutes of Akhmet Yassawi University</b>                           |                     |                           |      |      |      |      |      |      |                        |
| <b><i>Task 3.3.1. Improving applied science at the research institute</i></b>                              |                     |                           |      |      |      |      |      |      |                        |
| 1) Number of projects (scientific, social, international, country, etc.). (end of each Research Institute) | number              |                           | +1   | +1   | +1   | +1   | +1   | +1   | Science Department     |

| Directions, goals, objectives and indicators   | Unit of measurement | The planned initial value | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | Responsible performers |
|--|---------------------|---------------------------|------|------|------|------|------|------|------------------------|
| <b>STRATEGIC DIRECTION 4. DEVELOPMENT OF A CLINICAL DIAGNOSTIC CENTER</b>                      |                     |                           |      |      |      |      |      |      |                        |
| <b>Goal 4.1. Providing high-quality medical care to the population of the Turkestan region</b> |                     |                           |      |      |      |      |      |      |                        |
| <b>Target indicators:</b>  |                     |                           |      |      |      |      |      |      |                        |
| 1) Successful completion of National Accreditation   | +/_                 | +                         | -    | -    | +    | -    | -    | +    | Clinic management      |
| 2) The level of equipment of a medical organization with medical equipment                     | %                   | 74%                       | 78%  | 82%  | 86%  | 90%  | 94%  | 98%  | Clinic management      |
| 3) Patient Satisfaction with the quality of medical care                                       | %                   | 60%                       | 65%  | 70%  | 75%  | 80%  | 85%  | 90%  | Clinic management      |
| <b><i>Task 4.1.1. Improving inpatient care.</i></b>  |                     |                           |      |      |      |      |      |      |                        |
| 4.1.1.1. Number of new technologies introduced   | number              | 1                         | 2    | 2    | 2    | 2    | 2    | 2    | Clinic management      |
| <b><i>Task 4.1.2. Improving outpatient care</i></b>  |                     |                           |      |      |      |      |      |      |                        |

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|---|----------------------------|---|-------------|-------------|-------------|-------------|-------------|-------------|-------------------------------|
| 4.1.2.1. Number of registered PHC population                                  | number                     | 21256                                   | 19336       | 20500       | 21500       | 22000       | 22500       | 23000       | Clinic management             |
| <b>Goal 4.2. Development of higher medical education and science</b>          |                            |   |             |             |             |             |             |             |                               |
| <b><i>Task 4.2.1. Development of the Institute of Clinical mentoring</i></b>  |                            |   |             |             |             |             |             |             |                               |
| 4.2.1.1. Doctors of polyclinics teaching at university departments percentage | %                          | 16                                      | 17          | 18          | 19          | 20          | 22          | 25          | Clinic management             |
| <b><i>Task 4.2.2. Development of scientific and clinical activities</i></b>   |                            |   |             |             |             |             |             |             |                               |
| 4.2.2.1. Scientific number of studies (all levels of training)                | number                     | -                                       | -           | 1           | 1           | 2           | 2           | 2           | Clinic management             |

## 9. Resources

Activities of the Khoja Akhmet Yassawi International Kazakh-Turkish University State License No. AB 0137408, issued on February 03, 2012 to the institution "Khoja Akhmet Yassawi International Kazakh-Turkish University" (STR. No. 990440008043 of 28.09.2012) and in accordance with the Charter.

The main buildings of the University, where the educational process is carried out, are located on the Turkestan campus. Educational services are carried out in the buildings that were transferred to the balance sheet of Akhmet Yassawi University by the Government of the Republic of Kazakhstan, opened in 1991. In addition to these buildings, there is a university campus, the construction of which was carried out with the financial contribution of the republics of Kazakhstan and Turkey.

In total, the teaching staff is 900 teaching staff, including 231 candidates of science, 45 doctors of science, 140 PhD Doctors, 17 of the Ministry of education and science of the Republic of Kazakhstan, 58 senior lecturer, 111 senior teachers, masters, 166 Masters, 132 teachers. The degree of teaching staff is 44%.

The university meets the requirements for educational organizations of the Republic of Kazakhstan, has the highest level of internationalization: more than 10 thousand students from 27 nationalities from 19 countries study in Kazakh, Turkish, Russian and English.

The Khoja Akhmet Yassawi International Kazakh-Turkish University has a modern material and technical base with a total area of 211,923 M2, which meets the requirements of sanitary standards and standards. There is a scientific library with 690 seats equipped with modern equipment. The library provides free access to electronic information resources of the databases Web of Science, Scopus, Springer Link, Cochran Library, as well as electronic information resources Ulakbim (Turkey).

Undergraduate, graduate, doctoral and residency educational programs are all accredited at the University. The educational process takes place at addresses located in 14 educational and 2 administrative buildings. Educational laboratories and simulation center of the Faculty of Medicine, University Clinic and hotel complex "Yassy", industrial center located in the building of the cultural center of the University, two museums (archeology and history) serve. The experimental base for students allows students to acquire practical skills along with theoretical knowledge.

The Botanical Garden of the Khoja Akhmet Yassawi International Kazakh-Turkish University with an area of 88 hectares contains 127 species and varieties of various fruit plants, trees, shrubs and flowers.

All educational buildings have gyms and 8 outdoor sports grounds with a total area of 46,687 M2. To protect the health of students and university employees, provide first aid and conduct annual preventive measures, there is an outpatient clinic and a medical and diagnostic Polyclinic with a total area of 10,649.8 m2. With the funds allocated from the Turkish budget for targeted financing, a sports complex, courts, sports grounds and a football field were built and equipped. More than 3,000 students live in 8 dormitories with a total area of 47,464.4 m2. The university canteen, designed for 500 seats, provides students and staff with daily meals. The management of the university paid special attention to creating maximum conditions for the stay of the teaching staff in 10 cottages with 72 apartments.

**8. Indicators of financial and economic activities**

| Sources of income  | 2024           | 2025           | 2026           | 2027           | 2028           | Total<br>5 years |
|--|----------------|----------------|----------------|----------------|----------------|------------------|
| Total budget funds,including Million.tenge   | 10200,0        | 10500,0        | 10800,0        | 11000,00       | 11200,00       | 53700,00         |
| At the expense of the budget of the Republic of Kazakhstan (services, scholarships, travel expenses) | 7000,0         | 7200,0         | 7400,0         | 7500,00        | 7600,00        | 36700,00         |
| TR budget funds (services, scholarships, travel expenses)  | 3 200,0        | 3 300,0        | 3 400,0        | 3500,00        | 3600,00        | 17000,00         |
| Extra-budgetary resources, (tuition fees) million tenge  | 1 430,0        | 1 440,0        | 1 450,0        | 1450,00        | 1450,00        | 7220,00          |
| National projects (extra-budgetary resources)  | 300,0          | 325,0          | 350,0          | 400,0          | 500,0          | 1875,0           |
| International projects (extra-budgetary resources)   | <b>5,0</b>     | <b>25,0</b>    | <b>50,0</b>    | <b>75,0</b>    | <b>100,0</b>   | <b>255,0</b>     |
| <b>Total</b>   | <b>11935,0</b> | <b>12290,0</b> | <b>12650,0</b> | <b>12925,0</b> | <b>13250,0</b> | <b>63050,0</b>   |

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**9. Definition of glossaries and abbreviations**

|     |                             |  |
|-----|-----------------------------|--|
| 1.  | DCDT                        | Department for cooperation and development of Turkey   |
| 2.  | TSTRKTSTRO                  | Türkiye scientific ve Teknoloji Research Kurumu – Turkish science and technology research organization   |
| 3.  | IELTS                       | International system for assessing knowledge of English  |
| 4.  | YUNUS EMRE                  | Yunus Emre Turkish Culture Center  |
| 5.  | KazTep                      | Kaztep Institute of distance education   |
| 6.  | TurTep                      | Tigger Institute of distance education   |
| 7.  | TS                          | Teaching staff   |
| 8.  | RI                          | Research Institute   |
| 9.  | RW                          | Research work  |
| 10. | All SD                      | All structural divisions   |
| 11. | «Atameken» NCE              | National Chamber of entrepreneurs" Atameken"   |
| 12. | QS-WUR                      | Quacquarelli Symonds World University Rankings   |
| 13. | STEAM                       | Science, Technology, Engineering, Art, Mathematics   |
| 14. | MSHERK                      | Ministry of Science and higher education of the Republic of Kazakhstan   |
| 15. | RI                          | Research Institute   |
| 16. | MHRK                        | Ministry of health of the Republic of Kazakhstan   |
| 17. | LEB                         | Local executive bodies   |
| 18. | OHPE                        | Organizations of higher and postgraduate education   |
| 19. | UNT                         | Unified national test  |
| 20. | UNESCO                      | The United Nations Educational, Scientific and Cultural Organization   |
| 21. | «JSC «Bolashak»             | Joint Stock Company" Center for international programs" Bolashak"  |
| 22. | SO                          | Scientific organizations   |
| 23. | SRDW                        | Scientific research and development work   |
| 24. | RSTA                        | Results of scientific and scientific technical activities  |
| 25. | «Science fund»              | Joint Stock Company" Science Fund"   |
| 26. | GF                          | Grant funding  |
| 27. | PTF                         | Program target financing   |
| 28. | PhD                         | Doctor of philosophy   |
| 29. | IPCA                        | International Patent Cooperation Agreement   |
| 30. | Q1, Q2 - quartile (quarter) | Category of scientific journals, determined by bibliometric indicators indicating the citation level, the demand of the journal for the scientific community |

## **Main approaches**

### **STRATEGIC DIRECTION 1. SUSTAINABLE INSTITUTIONAL DEVELOPMENT**

1) Integration around the University and the creation of a unified management system will allow implementing a unified development strategy, optimizing the use of resources and reducing costs, improving the quality and efficiency of operational and medical services and stimulating financial growth, ensuring effective management of financial flows.

The development of corporate governance will be carried out by strengthening the Institute of top management, introducing project management and risk management into all key processes.

The modern infrastructure of the University includes material and technical equipment of laboratories and classrooms aimed at developing new projects, information and resource centers, Openspace (open) offices. It is such an equipped digital platform and E-University, Smart Campus that will allow students, employees and teachers to implement the tasks in the most professional way possible. Digital transformation. Creation of a university Smart Campus, which will lead to the modernization and development of the University's IT infrastructure, the use of modern software, equipping with the necessary equipment for effective and high-quality training, conducting trainings, workshops, seminars, increasing electronic textbooks, online courses, electronic sources in the library and access to various electronic resources, rebranding of the University.

In order to ensure transparency, the university will further develop the AYU automation system, which provides process management through information technologies.

"Smart-university" will provide for the formation of a digital profile of the student, the development of EdTech digital services, optimization of processes in accordance with advanced digitalization processes. Computer equipment parks will be updated. This will allow the university to increase labor productivity, ensure the effectiveness of Strategic and operational activities. The campus will be an innovative ecosystem that integrates functions and services for students and university staff. For students, these will be not only existing services related to the educational process (schedules, curricula, electronic library systems, portfolios, electronic learning resources, etc.), but also completely new services related to comfort and safety.

For the successful implementation of the set strategic goals and objectives, it is necessary to develop the infrastructure of the University. The Board of Trustees approved the master plan of the University. It is necessary to build 2 dormitories for 1500 students, an educational and laboratory building, an indoor sports and Recreation Complex, a house for teaching staff and employees, a recreation and Service Center for students, the buildings of the Research Center of Turkology, etc.

Strengthening and developing educational infrastructure (equipping classrooms, educational laboratories with equipment, introducing modern digital educational technologies). Construction of innovative infrastructure facilities (Technopark, business incubator, prototype workshop, etc.).

In order to develop human resources, the personnel Reserve will be constantly formed and the qualifications of top managers will be constantly improved. To attract highly qualified specialists, it is necessary to increase the amount of remuneration of teaching staff.

Selection, training and Development, Labor Organization and implementation of the most advanced technologies for evaluating teaching staff and personnel.

The participation of university staff and students in English and Turkish will continue. For teaching staff of the University, existing advanced training courses will be continued on the basis of leading retraining and advanced training organizations. The infrastructure of the university will be developed to ensure the efficiency of all processes and create conditions for obtaining quality education at all levels, as well as to ensure living conditions and quality of life. This will solve the problems of making Akhmet Yassawi University a leading university in the Turkic world. Attracting investment in the development of the university will be one of the strategic tasks of top managers.

The university will also focus on creating an effective system of informal education for the adult population, taking into account their needs and abilities throughout their lives. In order to reduce the gap between the requirements of employers and the qualifications of graduates, the range of short-term courses will be expanded in partnership with enterprises (organizations, enterprises) of the specific industrial sector of the region.

To increase the participation of the population in informal education and eliminate the new daily deficit of knowledge, it will be based on the successful experience of the credit (accumulative) education system, which will allow recognizing the results of teaching the adult population. Informal education.

To develop the "silver university" model, the mechanism of methodological support and support of courses will be improved.

In partnership with companies and businesses, the range of short-term courses will be expanded. Training programs will be implemented aimed at improving the competence of categories of people in



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need of training and employment.

In order to increase the digital literacy of the adult population, a course on basic digital literacy and popularization of digital technologies (basic digital and medians, information security skills, the use of Egov, etc.) will be organized.

Work will continue on the design of mass open online courses and the provision of online educational services. To ensure access to online education for a wide range of the population, the existing platform will focus on issuing electronic certificates.

Turkestan region is one of the six environmentally unfavorable regions of Kazakhstan. The ecology of localized plants of arid regions in the south of Kazakhstan is insufficiently studied. In this regard, in order to reduce environmental discomfort and improve the growing conditions of plants in the region, in 1994, Khoja Akhmet Yassawi International Kazakh-Turkish university built a botanical garden on an area of 88 hectares. Scientifically based methods for growing ornamental trees and fruit and berry crops in the Botanical Garden have been developed, as well as accelerated technologies for the production of high-quality seeds of these trees, on the basis of these technologies, University scientists have developed a methodological base for studying the physiology, biochemistry, Phytopathology and mineral nutrition of plants.

By the decision of the Board of Trustees, the agrarian faculty will be opened at the University.

Since the territory of the Botanical Garden (more than 88 hectares) is extensive, it is planned to build a laboratory on the basis of the experimental sector of the Botanical Garden, which will allow isolating various plant species in the Botanical Garden in a small laboratory.

The main way of further development of close cooperation between the Turkic peoples, integration processes is the development of a set of measures to study and popularize the deep history and common cultural values of the Turkic peoples.

Religious tourism should become one of the most important areas of the region's development. The city of Turkestan should be transformed into the cultural and religious center of the Turkic-Islamic world, as well as the cities of Bursa, Konya, Jerusalem and Medina:

Development of a set of measures for the development of Turkic culture and art together with the Assembly of people of Kazakhstan of Turkestan region, international organizations of TURKSOY in order to create a section "culture of Turkic peoples", strengthen relations with the Turkic World, form a common history, common culture, art and literature, spiritual values of Turkic youth;

Improving information technologies in establishing friendly relations between Turkic-speaking peoples and countries, studying and promoting common Turkic culture, language, history, art, traditions and Customs;

Development of a reference book, drawing up a map of sacred places, places of pilgrimage, natural objects in the Turkestan region in accordance with the project "Sacred Kazakhstan";

Improvement of joint action programs to counter radical religious movements, staffing of specialists engaged in rehabilitation of victims;

Creation of a center on the basis of the University for retraining and advanced training courses for specialists in the field of religion in Kazakhstan, training seminars.

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The university has all the prerequisites to achieve the strategic goal of becoming a global hub in the field of Turkology on the example of the Islamic Research Center operating in Istanbul. For this, infrastructure and research projects need appropriate financial support.

Using the capabilities of our university at the international level, it is necessary to spread the teachings of Akhmet Yassawi in different languages of the world through the creation of "Yasautology" centers in universities in Turkey and other countries, through the filming of virtual environments, films and TV series.

In order to popularize Turkestan and the teachings of Akhmet Yassawi abroad, it is necessary to organize meetings, publish publications, conduct research on the socio-economic processes of the region and implement projects to strengthen the potential of the region and the Turkic-speaking world.

### **STRATEGIC DIRECTION 2. ACHIEVING ACADEMIC EXCELLENCE**

1) The system of training specialists will be replaced by an advanced Personnel Support Model. To do this, the University combines the efforts of business and education in the field of advanced training of personnel.

2) The formation of the contingent will be ensured by the selection of applicants from other regions, as well as by the development and implementation of a set of measures for Career Guidance work with parents, teachers and students of grades 7-11. For this purpose, annual trips to the regions, regions and other cities of Kazakhstan will be organized.

3) The development of the International Campus and the internationalization of higher and postgraduate education programs will continue.

4) New agreements and memoranda on cooperation with foreign universities will be concluded, which will expand the conditions for teachers and students to participate in educational exhibitions, forums and seminars abroad.

5) Work will continue to attract foreign teachers and foreign students. For the development of academic mobility, regular informational meetings with university students and students will be provided. The principle of academic integrity and research ethics will be implemented at the institutional and academic levels based on the experience of international universities.

6) The content of Education will be aimed at developing interdisciplinary and global educational programs. The results of training in such programs make it possible to pass international accreditation.

7) Identify partners from among the leading universities in Turkey and the world to implement advanced standards and improve the quality of Education. Translation of textbooks from leading universities in Turkey in various areas of educational programs.

Bringing the idea of creating a single network-wide Turkic educational and scientific space to the level of the Turkic Council and establishing the University in the position of a leader in the implementation of this idea.

The development of global educational programs through a single Information System and database, which will allow access to education from anywhere in the world in Kazakh, Turkish, English and Russian with the help of distance learning technology.

The development and implementation of two-degree and joint educational programs with foreign partner universities, including partner universities in the top-700 of the QS rating, will continue.

8) Introduction of dual-degree, joint educational programs in priority areas of Personnel Training together with strategic partner universities.

9) Development and opening of new educational programs, in particular, interdisciplinary, innovative, as well as technical areas in demand in the region (agriculture, construction, architecture, veterinary medicine, etc.).

Transfer of educational technologies (teaching methods, assessment of academic achievements, academic policy, etc.), updating of educational programs taking into account foreign experience, exchange of experience of the OGD, research activities).

10) Foresight Research of the labor market and forecasting the need for new professions will continue in order to constantly update educational programs. The university participates in the development of regional business maps.

11) Updating the content of educational programs and improving the model of a university graduate will be carried out taking into account key competencies and new challenges of the labor market.

12) Further implementation of ECTS principles in the educational process and expansion of academic freedom will continue.

13) Cooperation with enterprises of the region will be constantly expanded in all areas of training of higher education institutions. The involvement of business representatives and employers in the development of educational programs, as well as the integration of the educational process with scientific activities will continue.

14) Development and updating of innovative educational programs based on professional

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standards and updating of all educational programs taking into account Professional Standards and regional maps of professions will continue.

15) Innovative teaching methods such as gamification, "inverted class" methods, problem-based and project-based learning, facilitation, design-thinking in education, etc. will be used.

16) Training of people with special educational needs and inclusive education (ramps, non-slip surfaces, tactile guide strips, speech informants and beacons, sound-amplifying equipment, etc.), as well as conditions for developing an individual educational trajectory for students with special educational needs. In the educational process, the number of special textbooks on Inclusive Education will be increased.

16) Within the framework of the project "Ana zhurtan - Ata zhurtan 100 textbooks", it was decided to translate 100 textbooks from the best universities in Turkey into Kazakh.

17) It is planned to increase the percentage of participation of undergraduates and doctoral students in the implementation of fundamental and Applied Research. The internship experience of doctoral and undergraduates in leading research institutes and centers will be expanded.

18) Identification of common strategic partners from among the leading universities in Turkey, taking into account the experience of Nazarbayev University:

- Medical and dental faculties, Faculty of medical postgraduate education-Hacettepe University.

- Faculty of Natural Sciences-Erciyes University.

- Faculty of philology-Marmara University.

- Faculty of Social Sciences and humanities – Gazi University. Istanbul University

- Faculty of engineering-Bilkent, ODTU, Yildiz Teknik university.

- Faculty of Arts-Marmara University.

- Faculty of Economics, Management and law-Istanbul University, Russian Academy of national economy and public service (Ranhigs).

Implementation of this model of training in four educational programs (medicine, theology, tourism and international relations) from 2023 in a pilot mode.

19) Main directions of development of integration of academic medical faculties in strategic partnership with leading international universities and clinics:

- Improving the quality of the educational process in medical areas through integration with clinical practice.

- Creation of a medical cluster, which includes medical faculties and Clinics of Akhmet Yassawi University.

- Development of the clinical base of the university by transferring the management of a multi-profile clinic under construction in Turkestan to the University. Equipping the clinic of Akhmet Yassawi University with modern equipment (purchase of MRI, CT, angiography, mammography, etc.)

- Opening of new areas of training of specialists in demand in the labor market in medical areas (IT Medicine, cardiac surgery, medical equipment engineer, etc.).

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-Increase the personnel potential of medical specialties through training, advanced training of teaching staff in the world's leading educational and scientific centers, as well as the invitation of the best specialists.

- Expansion of cooperation in the field of Science and innovation with leading medical education centers.

20) Optimal conditions will be created for the holistic development and self-realization of students' personality, self-education, self-organization, assimilation of social experience and social responsibility, modernization of traditional and new forms, methods and methods of educational work that meet the new needs of society and the needs of students. The implementation of the educational function will be carried out in unity with educational activities.

In addition to the academic achievements of students, it is planned to take into account research abilities and social activity, the degree of participation of students in the public life of the University and volunteer activities, which contributes to the formation of civic and patriotic values and social skills of students.

21) Work on the development of student self-government, expansion of volunteer facilities will continue. The university continues to actively participate in public events of the city and region.

To develop leadership skills and oratory skills, the university supports a debate movement among students at all levels.

22) The concept of a healthy university is promoted. In order to preserve health, the university will improve the conditions for playing sports-the expansion of places for playing sports, which involves the construction of a sports complex; work on organizing the work of sports sections and attracting students to them will continue.

Medical care for students will be improved.

23) The work of The Psychological Service is activated: on the Prevention of aggressive and auto-aggressive behavior, prevention of drug-dependent behavior among students, warnings of drug-dependent behavior, self-regulation mental state and regulation of emotional reactions at the behavioral level, methods of effective communication and interpersonal communication, means of psychological protection against the aggressive influence of the information environment and the involvement of young people in illegal and destructive forms of behavior.

#### **4.3.3. STRATEGIC DIRECTION 3. INCREASING SCIENTIFIC AND INNOVATIVE POTENTIAL**

1) Creation of a productive and effective innovation infrastructure and ecosystem, consisting of a Technopark, a business incubator, a Commercialization Office, a prototype shop, a start-up center, etc., on the example of Nazarbayev University.

2) Creation of an effective system for managing the scientific portfolio of the university (work on increasing the citation index of teaching staff and the University, inclusion of scientific journals in international databases, work on increasing funding for Research, Organization of trainings, etc.).

3) Establishment of a stable international partnership in the main scientific areas of the University (Humanitarian and pedagogical, IT, Medicine, Natural Sciences).

4) Development of startup culture among students and employees of the University.

5) Search and selection of research projects and programs for international cooperation on the basis of intergovernmental agreements and their implementation at our university will continue.

6) Cooperation with educational and scientific organizations of Turkey, Uzbekistan, Kyrgyzstan, Russia and other countries of near and far abroad will be carried out when conducting research work on grants of the Ministry of education and science of the Republic of Kazakhstan.

7) University scientists will participate in the competition for grant financing of the commercialization of the results of scientific and scientific and technical activities and grant financing of the most promising projects of commercialization of the results of scientific activities and (or) scientific and technical activities (OJSC "Science Foundation") within the framework of the project "promotion of productive innovations".

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8) Priority areas of scientific activity of the University for the planned period will be: archeology, Turkology, natural sciences, medicine, ecology.

9) Regular seminars on advanced training of teachers on technology commercialization will be held. Investments from private partners and local executive bodies will be attracted to finance the research.

10) The Laboratory Center "environmental safety and ecomonitoring" (hereinafter referred to as the center), which is being created on the basis of the Khoja Akhmet Yassawi International Kazakh-Turkish university (without the formation of a legal entity), will become a base for practical training of future ecologists, chemists and biologists. The center will concentrate research laboratories in the field of environmental monitoring, control of environmental pollution (water, atmospheric air, soil).

11) Agreements are concluded with the world's leading research centers and laboratories to strengthen the integration of University research into the international scientific space. Scientists are provided with information and consulting support on patenting issues.

12) The Center for academic excellence "Yassawi", which is being created on the basis of the Khoja Akhmet Yassawi International Kazakh-Turkish University, covers three areas of development – medical, biotechnological and Environmental, which will be the basis for the practical training of future specialists, as well as the core of the development of the scientific potential of young scientists. Within the framework of the Center for academic excellence " Yassawi " it is planned to open the following laboratories and centers:

- Central Research and Diagnostic Laboratory
- Creation of the eye health center on the basis of the clinical and Diagnostic Center;
- Center for functional diagnostics;
- Biotechnology
- Ecology
- «Big Data in Clinical Medicine».

The creation of a new center will contribute to the formation of innovative education and will allow integrating world achievements in the field of medical science and practice.

13) It is necessary to raise the potential of the journals " Turkology "and" Bilig " to the level of the best scientific publications in the world.