



«Shakarim University of Semey» NJSC

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**DEVELOPMENT PROGRAM**  
**Shakarim University of Semey**  
**2023-2029**

**Semey**

**SHAKARIM UNIVERSITY OF SEMEY  
NON-PROFIT JOINT STOCK COMPANY**

**APPROVED**

*Approved by the decision of the Board of Directors  
of the NJSC «Shakarim University of Semey»  
dated 12/15/2023*

*Protocol No. 8*

*(With amendments and additions from January 24,  
2025. Protocol No. 1)*

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Shakarim University of Semey  
2023-2029**

Semey, 2023

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## 1. Program Passport

<b>Program Name</b>	Program for the Development of Shakarim University of Semey Non-profit Joint Stock Company for 2023 – 2029
<b>Basis for Development</b>	<ol style="list-style-type: none"> <li>1. Law of the Republic of Kazakhstan «On Education» dated July 27, 2007, No. 319-III.</li> <li>2. Law of the Republic of Kazakhstan «On Science and Technology Policy» dated July 1, 2024 No.103-VIII.</li> <li>3. The Law of the Republic of Kazakhstan «On State Youth Policy» dated 9 February, 2015 No.285-V.</li> <li>4. National Development Plan of the Republic of Kazakhstan until 2025, approved by the Decree of the President of the Republic of Kazakhstan dated July 30, 2023, No.611.</li> <li>5. Concept of Development of Higher Education and Science in the Republic of Kazakhstan for 2023-2029, approved by the Resolution of the Government of the Republic of Kazakhstan dated March 28, 2023, No. 248.</li> <li>6. Comprehensive Plan for Socio-Economic Development of Abay Region for 2023 – 2027, approved by the Resolution of the Government of the Republic of Kazakhstan dated January 31, 2023, No. 63.</li> </ol>
<b>Strategic directions</b>	<ol style="list-style-type: none"> <li>1. Ensuring the quality training of competitive personnel</li> <li>2. Development of science and innovation</li> <li>3. Internationalization of the university through expanding international cooperation</li> <li>4. Development of educational and social work for students</li> <li>5. Infrastructure development</li> </ol>
<b>Program Goals</b>	<ol style="list-style-type: none"> <li>1. Preparation of highly qualified specialists competitive in the domestic and international labor market through the integration of science, education, and innovation.</li> <li>2. Ensuring the quality training of scientific and pedagogical personnel, taking into account modern realities and requirements of global science, effective use of scientific potential for the region's economic development.</li> <li>3. Integration of the university into the international scientific and educational space, shaping and maintaining the university's image as an educational and scientific center of global level, development of the university's international relations.</li> <li>4. Formation of a well-rounded individual with an active civic position, high spiritual and moral, interfaith, interethnic, and legal culture.</li> <li>5. Development of material and technical base for the sustainable growth of the university and a favorable inclusive environment.</li> </ol>
<b>The term of implementation</b>	2023 – 2029

<b>Target indicators</b>	<ol style="list-style-type: none"><li>1. The share of students in postgraduate education programs (Master's, Doctoral) out of the total student body (number of students as of January 1, 2023 - 6664) – 9%;</li><li>2. The share of educational programs that have undergone international accreditation – 80%;</li><li>3. The number of funded educational and research projects carried out at the university – 50;</li><li>4. The position of the university in the QS World University Rankings – 1001-1300th place;</li><li>5. The number of faculty members holding international certificates in foreign language proficiency – 20;</li><li>6. The share of students who are winners of international, national, city-level sports competitions, creative talent contests, and intellectual competitions out of the total number of students – 30%;</li><li>7. The proportion of funds allocated for repairs (current, capital) out of the total budget expenditure - 5%.</li></ol>
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## 2 Analysis of the External Environment and Current Situation

The Shakarim University of Semey (hereinafter referred to as the University) is a multidisciplinary educational institution with established academic traditions, a qualified faculty, research centers, and a scientific library. It has a stable student body, developed material and technical infrastructure, providing training for competitive specialists for various sectors of the economy in the Abay region.

The Abay region is an agricultural region. Additionally, it boasts a well-developed network of road and rail connections with the southern and central regions of Kazakhstan, the Siberian region of Russia, and China. Moreover, it is rich in natural resources.

In the Abay region, there are mining enterprises, coal mines, as well as enterprises for the extraction of precious metals and copper ore. Additionally, hydro and wind power stations are operating in the area.

In connection with the establishment of the newly created Abay region, the Head of State, Kassym-Jomart Tokayev, emphasized the immense importance of developing the socio-economic potential of the region's priority development areas: agriculture, tourism, education, construction, healthcare, processing industries, ecology, and IT.

According to the Comprehensive Plan for Socio-Economic Development of the Abay Region for 2023 – 2027, 14,000 new jobs will be created. This sets the goal for the University to prepare competitive specialists with modern knowledge and methods in engineering, agro-industrial complex, pedagogy, and other industries.

To achieve this goal, it is necessary to analyze the current state of the university and develop strategic directions of activity.

According to the structure of Shakarim University of Semey, the university has 5 faculties, 16 departments, and 4 scientific centers. They are “Radioecological Research” SC, “Abay and National Spirituality” SIC, “Agrotechnopark” SC, and “Modification of the surface of materials” SC.

The university employs a highly qualified faculty consisting of 335 lecturers, including 18 PhDs, 115 Candidates of Sciences, and 41 PhDs. The degree level of the faculty members is as follows: 52% hold professorial positions. Additionally, 49 practicing specialists were engaged to conduct classes.

In the academic year 2022-2023, the teaching workload of young faculty members was reduced to 500 hours.

### **The number of staff members by categories (as of January 2023):**

<b>Staff category</b>	<b>Quantity</b>
Faculty	448
Administrative and managerial staff	76
Educational support staff	163
Service staff	264
<b>Total staff</b>	<b>971</b>

The university prepares specialists in a wide range of in-demand fields through multi-level training programs in the following areas: pedagogical sciences, arts and humanities, social sciences, business, management and law, natural sciences, mathematics, statistics, information and communication technologies, engineering, manufacturing, and construction industries, agriculture and bioresources, veterinary medicine, and services:

- 45 undergraduate programs in 24 fields;
- 35 graduate programs in 17 fields;
- 10 doctoral programs in 5 fields;
- Shakarim Higher College offers 16 programs;
- Postgraduate Certificate in Education (PGCE) offers 15 programs.

Systematic work is being carried out on the specialization of the university, resulting in the removal of 11 programs from the UHEMS registry.

The following new educational programs have been developed and implemented Leadership in Education, Veterinary Medicine, Accounting and Finance, Economics, and Management.

Technical Physics dual-degree program has been developed and implemented in collaboration with a partner university ranked in the QS Top 700 - Tomsk Polytechnic University. Additionally, dual-degree programs in English are offered, including Bachelor of Smart Computing, Bachelor of Business Administration, and Bachelor of Hotel Management, in collaboration with Kyungdong University (South Korea).

To implement student-centered learning, the university has developed a list of minor educational programs. 25 new minors have been developed and implemented. The catalog of minors for students is available on the official website of the University.

The university continues its work on accreditation in national and international agencies.

The university underwent institutional reaccreditation for a period of 5 years by the Independent Agency for Accreditation and Rating (ARQA) in February 2019 (certificate HE-IA-00002 dated February 22, 2019, valid until February 21, 2024).

The university has accredited 106 programs, of which 41 educational programs have undergone international accreditation by the Independent Agency for Accreditation and Rating (IAAR).

The employment rate of university graduates in 2022 was 82.7% for bachelor's degree holders, 93% for master's degree holders, and 100% for doctoral degree holders.

The university implements a program to attract foreign professors and researchers with high publication activity. Additionally, efforts are made to attract volunteers for teaching positions.

The scientific centers actively carry out research activities.

*“Abay and National Spirituality” Research Center* conducts textual work with

the works of Abay and Shakarim, contributes to the preparation of academic publications. It studies the problems: of Kazakh literature before Abay, literary schools, local history.

*The Research Center for Radioecological Studies* conducts applied research in the field of radiation safety of food products, construction materials, and environmental objects. It provides high-quality laboratory services. The center operates a Regional Testing Laboratory of engineering profile, consisting of 7 departments: electron microscopy, gamma spectrometry, alpha spectrometry, mass spectrometry, liquid chromatography, veterinary-sanitary expertise, and radiochemical analysis.

*The Agrotechnopark Research Center* organizes scientific research on the modernization of existing agricultural production technologies through innovation implementation and conducts research on mechanization and automation of all production processes in the agricultural sector. The Agrotechnopark houses a Veterinary Medicine Center equipped with modern equipment, including ultrasound and X-ray diagnostics. The center comprises 7 laboratories: Clinical Veterinary Laboratory, Laboratory of Artificial Insemination of Animals, Milk Analysis Laboratory, Somatic Cell Analyzer, Laboratory for Assessing the Quality of Feed and Controlled Feeding of Livestock, Fish Breeding Laboratory, and Laboratory for Veterinary and Food Safety.

*The Surface Modification Materials Research Center* conducts activities in the following areas: scientific research and experimental design works, scientific and technical services for mechanical and technological testing of materials, radiation and plasma methods of material processing, as well as strengthening and restoration of parts. The center's strategic partner is the scientific and production firm Plasma Science LLP.

In 2022, scientific research was conducted on 23 topics funded from various sources totaling 228,671,610 tenge. The University participated in the implementation of 6 international projects.

In 2022, 12 individuals received a PhD degree.

Students and faculty actively carry out startup projects. In 2021, the University allocated 10 million tenge, in 2022 - 20 million tenge, and in 2023 - 25 million tenge for this purpose.

The University operates 3 dissertation councils for doctoral studies specialties:

1. 6D072300 / 8D05302 – Technical physics;
2. 6D072400 / 8D07101– Technological Machinery and Equipment;
3. 6D072700 / 8D07201– 1. Food Product Technology and 6D073500 / 8D07202– Food safety

<b>№</b>	<b>Specialization</b>	<b>Diploma Defences in 2022</b>	<b>Positive / negative decisions</b>
1.	6D072300 / 8D05302 – Technical Physics	3	3/-

<b>№</b>	<b>Specialization</b>	<b>Diploma Defences in 2022</b>	<b>Positive / negative decisions</b>
2.	6D072400/8D07101 – Technological Machinery and Equipment;	-	-
3.	6D072700 / 8D07201 – Food Production Technology and 6D073500 / 8D07202 – Food safety	4	4/-

One of the key indicators of the effectiveness of research activity at the University is the publication activity of faculty members.

The publication activity of faculty members in 2022 increased by 73% compared to 2020 and by 40% compared to 2021.

In 2022, the following publications were issued:

- 15 monographs;
- 3 textbooks;
- 40 educational manuals;
- 34 educational-methodical guides;
- 771 scientific articles and conference abstracts, including: 60 articles in Scopus, 23 articles in the Web of Science database;
- 27 certificates of state registration of copyright objects in the Republic of Kazakhstan;
- 11 patents;
- 4 positive decisions on granting a patent in Kazakhstan for a utility model.

#### **Faculty publications over three years:**

<b>Publication activity</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Hirsch index (%) of academic staff	17	45	56
Number of articles in Scopus	56	62	60
Number of articles in Web of Science	18	29	23
Protective documents and copyright certificates	26	25	42

In order to convert the results of research and development into the real economy sector, the University has established an "Innovation Idea Bank" and operates a Commercialization and Innovation Center. The goal of these initiatives is to create competitive scientific and technical research products with novelty and market orientation, develop new or improve existing technologies, explore new types of products or services, and implement organizational and technical solutions for production, administrative, commercial, or other purposes, contributing to the advancement of new technologies.

“Social Credit”. Since September 2022, the "Social Credit" project has been launched to stimulate students to voluntarily engage in socially oriented work, contribute to intra-university social services, environmental protection, and active participation in events at various levels. The objectives include creating conditions

for the socialization of students, activating their participation in public affairs, ensuring their involvement in public work, and humanizing students as active subjects of social relations. Students in full-time programs (except for the graduating class) are required to earn social credits. Each student must earn 1 credit in each semester, with 1 credit equivalent to 30 hours of work (2 credits are mandatory during the academic year, totaling 60 hours). Each student is allowed to advance to the next academic year only upon complete fulfillment of the mandatory credit requirement for the academic year.

In the reporting year, the "Youth Activity Diagnostic System (KPI)" project was implemented. The system allows monitoring of students' achievements in four areas: academic performance, research activities, social and creative activities, and sports and physical fitness activities. Parameters for developing soft skills have been introduced into the diagnostic system for evaluating the effectiveness of educational work and the state of youth (<https://top100.shakarim.kz> platform). Based on the results of this rating, the top 100 students are awarded the "Best Student" medal, cash certificates, letters of appreciation, etc.

One of the important tasks outlined in the Concept of Development of Higher Education and Science in the Republic of Kazakhstan for 2023-2029 is the participation of the university in national and global academic rankings, as well as external assessment procedures.

International ranking: In 2020, 2021, and 2022, the university was ranked 301-350 in the QS University Rankings EECA.

#### *National ranking*

- 2020 - According to the National Ranking of the Best Multidisciplinary Universities of Kazakhstan, within the framework of the National Ranking of the Best Universities of Kazakhstan – 2020, conducted by the Independent Agency for Quality Assurance in Education – Ranking (IQAA-Ranking), the university ranks 10th..

- 2021 - According to the Independent Agency for Quality Assurance in Education ranking of the best multidisciplinary universities in Kazakhstan, the University ranked 12th. In the national ranking of the demand for universities in the Republic of Kazakhstan according to the assessment of the Independent Agency for Accreditation and Rating - IAAR (TOP-20), Shakarim University occupies 10th place.

- 2022 - In the IQAA-Ranking of multidisciplinary universities based on scientific publications, Shakarim University entered the TOP-10 and ranked 8th. In the IQAA-Ranking of websites of multidisciplinary universities, the university occupies the 26th position. According to the ranking of bachelor's degree programs in 2022 conducted by the National Chamber of Entrepreneurs "Atameken", out of 38 programs, 5 programs of the University entered the TOP-5, and 14 programs entered the TOP-10.

The University's activities were carried out under the Strategic Development Plan for 2021-2025.

The definition of goals and tasks for the upcoming development period is carried out within the framework of the target indicators of the Concept of

Development of Higher Education and Science in the Republic of Kazakhstan for 2023-2029, the strategic development tasks of the Republic of Kazakhstan outlined in the "Kazakhstan-2050" Strategy, the National Development Plan of the Republic of Kazakhstan until 2025, the National Project "Quality Education - Educated Nation," the National Project "Technological Breakthrough through Digitization, Science, and Innovation," the Comprehensive Plan for the Socio-Economic Development of the Abay Region for 2023-2027, the Strategic Development Plan of the Shakarim University of Semey NJSC for 2021-2025, and other documents of the State Planning System.

Despite the achievements, several areas in the educational and scientific activities of the University require further development as outlined in the Program. The academic and research potential of the University does not fully correspond to the strategic objectives of higher and postgraduate education and science development. Educational programs need further updating in accordance with the priorities of the socio-economic development of the country and the region.

The material and technical infrastructure requires a fundamental modernization to meet the modern requirements of organizing the educational process and conducting scientific research. It is necessary to improve the social and living conditions for students residing in dormitories.

The level of digitization and implementation of modern technologies across all areas of activity does not contribute to the dynamic development of the University. Overall, there is a need to increase the University's contribution to enhancing the quality of education and science, as well as the development of the national human capital.

## SWOT analysis

STRENGTHS	OPPORTUNITIES
<ul style="list-style-type: none"> <li>- University brand;</li> <li>- Geographic location of the university;</li> <li>- Presence of institutional and specialized accreditation;</li> <li>- Systematic modernization of educational programs: introduction of elements of dual education, Major, Minor programs, double degree education, multilingual education;</li> <li>- Integrated university-industry system: joint development of study programs, involvement of practitioners, department branches;</li> <li>- Personnel potential;</li> <li>- Material-technical base;</li> <li>- Availability of agricultural and engineering profile scientific laboratories;</li> <li>- Presence of an international cooperation base - more than 30 active memoranda and agreements on cooperation;</li> <li>- Implementation of double degree / joint bachelor's / master's programs in English with universities near and far abroad;</li> <li>- Funding of international projects under the ERASMUS+, Ministry of Higher Education of Germany, etc.;</li> <li>- Availability of post-doctoral programs;</li> <li>- Existence of start-up projects.</li> </ul>	<ul style="list-style-type: none"> <li>- Transformation and digitization of the university's educational process into a Smart University and technological modernization of infrastructure;</li> <li>- Activation of the Center for Commercialization and Innovation;</li> <li>- Training of multilingual teachers and special groups with English-language instruction;</li> <li>- Strengthening ties with regional business entities;</li> <li>- Development of intellectual, scientific, technical, and cultural creativity, support for labor enthusiasm and student initiatives;</li> <li>- Increase in joint study programs with leading domestic and foreign universities;</li> <li>- Development of informal education and retraining of teaching staff;</li> <li>- Increase in the number of grant applications for participation in competitions for grant funding from the Ministry of Education and Science of the Republic of Kazakhstan;</li> <li>- Existence of state strategic priorities and development priorities of the university's activities;</li> <li>- Optimization of educational programs in accordance with regional needs;</li> <li>- Enhancement of international recognition of scientists through publications in foreign scientific journals;</li> <li>- Existence of international grant projects for financing the educational, scientific, and innovative activities of the university;</li> <li>- Implementation of startups and research projects commissioned by enterprises;</li> <li>- Lack of competitors in the region in the field of personnel training and conducting research for the agricultural and processing industries;</li> <li>- Access to the national and global scientific and educational space;</li> <li>- Participation in state programs to support scientific research - grant funding, program-targeted financing, funding for commercialization of R&amp;D results;</li> </ul>

	<ul style="list-style-type: none"> <li>- Presence of large research facilities (Semipalatinsk Nuclear Test Site, Irtys River, Pine Forest, Abay's homeland, Shakarim, M. Auezov);</li> <li>- Training of university staff in tactics and methods of internationalization;</li> <li>- Increase in the share of mobility and double degree education, based on the best practices of educational projects with universities in Poland, South Korea, Switzerland, Russia;</li> <li>- Existence of new international projects in the fields of science, education, culture, and social sphere;</li> <li>- Establishment of a local agro-industrial technopark and new departments in the field of information technology;</li> <li>- Expansion of the functionality of faculties;</li> <li>- Development of startups;</li> <li>- Incentives for scientific publications;</li> <li>- Introduction of awards and scholarships for talented youth;</li> <li>- Transfer of best practices to the educational and scientific process;</li> <li>- Accessible conditions for creative development of students and teaching staff;</li> <li>- Establishment of a center for creativity and innovation development.</li> </ul>
<b>WEAKNESSES</b>	<b>THREATS</b>
<ul style="list-style-type: none"> <li>- Lack of influence on the development of the region's research and educational potential;</li> <li>- Absence of implementation of research results into final products;</li> <li>- Lack of “breakthrough” projects;</li> <li>- Weak implementation of double degree and joint educational programs in the agricultural field;</li> <li>- Low involvement of university staff and students in research work;</li> <li>- Insufficient activity and interest of university staff in participating in international research projects;</li> <li>- Inadequate level of foreign language proficiency among students and faculty for participation in academic mobility programs;</li> <li>- Weak interaction with the business community;</li> <li>- Low proportion of foreign faculty members;</li> <li>- Aging material and technical base;</li> <li>Low dynamics of external mobility of students and staff.</li> </ul>	<ul style="list-style-type: none"> <li>- High competition among educational programs in domestic and foreign universities;</li> <li>- Outflow of applicants from the region and Kazakhstan;</li> <li>- Decrease in the level of preparedness of applicants;</li> <li>- Weak level of English language proficiency among applicants;</li> <li>- Absence of enterprises or industries implementing innovative technologies;</li> <li>- Limited resources for implementing international cooperation.</li> </ul>

### Risk control

Name of potential risk	Possible consequences of not taking risk management measures	Risk management measures
<b>External risks</b>		
Weak level of preparedness of applicants in the natural sciences direction with knowledge of foreign languages	Low level of competitiveness, non-compliance with global standards	Conducting specialized courses and training seminars
Insufficient number of job opportunities for university graduates during employment	High level of unemployment among graduates	Close cooperation with regional employers, improving educational programs according to employers' requests
Brain drain of youth with high academic knowledge to foreign universities, particularly Russian ones	Insufficient student enrollment	<ol style="list-style-type: none"> <li>1. Increasing the number of state grants based on the organization of scientific and methodological support for preparing school graduates for passing the Unified National Testing (UNT) exams.</li> <li>2. Establishing a center for professional orientation and implementing optional courses in schools for choosing professions and specialties.</li> </ol>
Insufficient commercialization volume of scientific developments	Gap between theory and practice	<ol style="list-style-type: none"> <li>1. Conducting scientific research commissioned by enterprises.</li> <li>2. Active cooperation with the production sector of the region.</li> </ol>
<b>Internal risks</b>		
Insufficient qualification level of university faculty staff	Decline in the quality of education	<ol style="list-style-type: none"> <li>1. Utilizing opportunities for international traditional postgraduate studies and targeted PhD programs.</li> </ol>

		2. Encouraging university teaching staff to improve their professional development.
Low R&D performance	Slowdown in scientific and technological progress, low level of innovation activity, inability to commercialize results.	1. Initiation of scientific research projects at the republican and international levels. 2. Improvement of the incentive program for TS to enhance publication activity. 3. Participation in international scientific conferences and symposiums.
Insufficient involvement of young faculty members and students of the university in research activities.	Diminished contribution of young faculty members and students to innovation activities at the university.	Encouraging young faculty members to engage in scientific projects and developments.
Low level of integration between education, science, and industry, as well as the implementation and commercialization of R&D results.	Decrease in the quality of educational services provided and the quality of R&D.	1. Development of practical-oriented scientific topics for coursework, dissertations, master's, and doctoral theses in priority areas of fundamental and applied science. 2. Commercialization of activities in agricultural and engineering laboratory directions. 3. Establishment of new specialized laboratories through public-private partnerships with modern equipment to enhance research and educational potential.

### **3 Mission, vision, values, and prospects for development of the University.**

**The University's mission** – Formation of a qualified specialist and a "complete individual" who has absorbed national values.

**The University's vision** – A multi-profile classical university that provides the Eastern region of Kazakhstan with qualified specialists and becomes the core of applied science.

#### **Our values:**

*Integrity:* Acting honestly, fairly, and ethically, creating a culture of trust evident in all university activities and decision-making.

*Creativity:* Remaining open-minded and using inventiveness to solve problems and critically evaluate options for improving results and processes.

*Excellence:* Serving our community by consistently providing high-quality programs, education, services, and innovation.

*Collegiality:* Working towards common goals with other university members and the community, valuing teamwork, participation, and the diversity of ideas and perspectives.

*Safe and Healthy Environment:* Promoting a safe, healthy, and sustainable environment where members of our community can thrive personally and socially, with a commitment to improving the environment.

#### **Strategic directions of university development:**

1. Ensuring the quality training of competitive personnel.
2. Advancement of science and innovation.
3. Internationalization of the University through expanding international cooperation.
4. Development of educational and social work with students.
5. Infrastructure development.



1.4	The proportion of students admitted to bachelor's degree programs in the full-time department who received “Altyn Belgi” awards, who are winners of international Olympiads and competitions in scientific projects, winners of international and republican sports competitions in the last three years, winners of presidential and republican Olympiads and competitions in scientific projects, international and republican sports competitions of the current academic year (awarded diplomas of the first, second, and third degrees) out of their total number	Member of the Board - Vice-Rector for AA	%	6,3	8,8	8,9	9,2	9,5	9,8	10
1.5	The proportion of graduates employed within the first year after graduating from university	Member of the Board - Vice-Rector for AA	%	86	90	91	93	95	96	97
<b>Task 2: Creation and promotion of intellectual capital with competencies in the 4Cs.</b>										
2.1	Share of innovative study programs developed upon the request of industry associations and enterprises	Member of the Board - Vice-Rector for AA	%	1	3,45	3,5	3,7	3,9	4	5
2.2	Share of TS delivering lectures in English out of the total number of staff	Member of the Board - Vice-Rector for AA	%	11	20	25	25	30	30	35
2.3	Share of educational programs utilizing global digital libraries during implementation (number of study programs as of the 2023 enrollment - 90)	Member of the Board - Vice-Rector for AA	%	-	54	60	65	68	70	75
2.4	Share of students using global digital libraries in the learning process (number of students as of January 1, 2023 - 6664)	Member of the Board - Vice-Rector for AA	%	-	11	11,7	12	12,2	12,5	12,8
2.5	Share of recruited employers, representatives of business structures, involved in the educational process out of the total number of staff	Member of the Board - Vice-Rector for AA	%	20	23	24	25	26	28	30
<b>Task 3: Transformation of the provided educational services through the implementation of new educational technologies based on information and communication technologies, and expansion of target groups of educational service recipients, including inclusive education and adult education (life-long learning, silver university)</b>										
3.2	Number of participants in Silver University programs	Member of the Board - Vice-Rector for AA	unit	50	95	100	125	150	200	250

3.3	Number of participants in non-formal education programs (excluding Silver University)	Member of the Board - Vice-Rector for AA	unit	100	150	200	250	300	350	400
3.4	Number of participants in non-formal education programs aimed at improving digital literacy among individuals aged 6-74	Member of the Board - Vice-Rector for AA	unit	50	100	150	200	250	300	350
3.5	Degree of satisfaction of students and TS with the quality of educational services	Member of the Board - Vice-Rector for S&SD	%	87	95	95	95	95	95	95
<b>Task 4: Increasing contribution to the development of human capital and gender equality</b>										
4.1	Share of university leaders who undergone management training	Member of the Board - Vice-Rector for AA	%	83	90	100	100	100	100	100
4.2	Gradual increase in the proportion of women on the board of directors following the board's performance evaluation by the Sole Shareholder	Member of the Board - Vice-Rector for AA	%	30	30	30	30	30	30	30
4.3	Gradual increase in the proportion of female managers in organizational departments	Member of the Board - Vice-Rector for AA	%	30	60	60	60	60	60	60
4.4	Gradual increase in the proportion of women in the executive body through competitive selection for vacant positions	Member of the Board - Vice-Rector for AA	%	30	40	40	40	40	40	40
<b>Strategic Direction 2</b>										
<b>“DEVELOPMENT OF SCIENCE AND INNOVATION”</b>										
<i>Goal: Ensuring the high-quality training of scientific and pedagogical personnel considering modern realities and requirements of global science, efficient utilization of scientific potential for regional economic development</i>										
<b>Target indicators</b>										
1.	The number of funded educational and research projects carried out at the university	Member of the Board - Vice-Rector for S	unit	23	35	37	39	41	43	50
<b>Key performance indicators</b>										
<b>Task 1. Training of scientific and pedagogical personnel</b>										
1.1	Share of employees engaged in research activities	Member of the Board - Vice-Rector for S	%	32	34	36	38	40	42	44

1.2	Proportion of articles in high-ranking Q1, Q2 Journal Citation Reports out of the total number of publications in ranked journals	Member of the Board - Vice-Rector for S	%.	8	12	12,5	13	14	15	17
1.3	Proportion of young TS members engaged in research activities	Member of the Board - Vice-Rector for S	%	40	70	71	72	73	74	75
1.4	Number of patents obtained as part of research and development projects implemented through state funding	Member of the Board - Vice-Rector for S	unit	2	3	4	5	6	7	8
1.5	The number of joint dissertation councils with research institutes	Member of the Board - Vice-Rector for S	unit	-	1	-	-	-	-	-
<b>Task 2. Development of high-quality scientific research in priority areas of science, education, engineering, and technology.</b>										
2.1	Volume of private co-financing for scientific research and commercially viable projects of RSSTA	Member of the Board - Vice-Rector for S&I	%	0,05	0,07	0,08	0,09	0,1	0,12	0,13
2.2	Number of agreements (memorandums) with leading global scientific centers to enhance integration of domestic science into the international scientific space	Member of the Board - Vice-Rector for S&I	unit	3	5	5	6	6	6	7
2.3	Proportion of implemented international projects out of the total number of research projects	Member of the Board - Vice-Rector for I&I	%	%	-	-	1,0	1,0	1,5	1,7
<b>Task 3. Implementation of scientific developments into production and their commercialization.</b>										
3.1	The proportion of commercializable projects out of the total number of research projects	Member of the Board - Vice-Rector for I&I	%			1	2	3	3	3
3.2	The number of startup and non-contractual projects carried out by employees and students of the university	Member of the Board - Vice-Rector for I&I	unit	10	11	12	13	14	15	16
<b>Strategic Direction 3</b>										
<b>“INTERNATIONALIZATION OF THE UNIVERSITY THROUGH EXPANDING INTERNATIONAL COOPERATION”</b>										
<i>Goal: Integration of the university into the international scientific and educational space, formation and maintenance of the university's image as a world-class educational and scientific center, development of the university's international relations</i>										
<b>Target indicators</b>										
1.	The university's position in the QS World University Rankings	Member of the	posi	-	-	-	1401	1301	1001	1001

		Board - Vice-Rector for S&SD	tion				- 1500	- 1400	- 1300	- 1300
2.	The number of TS members holding international certificates in foreign language proficiency	Member of the Board - Vice-Rector for I&I	unit	4	15	16	17	18	19	20
<b>Key performance indicators</b>										
<b>Task 1. Development and implementation of joint international educational programs into the educational process</b>										
1.1	The number of educational programs within the framework of dual degree programs with partner universities ranked in the QS Top 700	Member of the Board - Vice-Rector for I&I	unit	1	1	2	2	3	4	5
1.2	The proportion of international educational programs offered by the university out of the total number of educational programs	Member of the Board - Vice-Rector for I&I	%	4	6	6,1	6,3	6,5	6,7	7
1.3	The number of scientific-practical and methodological seminars for exchange of experience held at the branch of a foreign partner university for the university's TS	Member of the Board - Vice-Rector for I&I	unit	2	3	4	4	5	5	6
1.4	The number of students enrolled in programs at foreign branches established based on the university	Member of the Board - Vice-Rector for I&I	unit	10	15	20	25	25	25	25
<b>Task 2. Formation of specialists prepared for professional activities in a multicultural environment</b>										
2.1	Proportion of students participating in academic mobility programs abroad for a period of at least one trimester, semester, or academic year out of the total number of students	Member of the Board - Vice-Rector for I&I	%	0,5	0,6	0,7	0,8	0,9	1,0	1,1
2.2	Proportion of international students in the university out of the total number of students	Member of the Board - Vice-Rector for I&I	%	1,6	1,8	1,81	1,82	1,83	1,85	1,9
2.3	Proportion of students studying in English language programs out of the total number of students	Member of the Board - Vice-Rector for I&I	%	1,4	1,5	1,6	1,62	1,65	1,68	1,7
<b>Task 3: Implementation of advanced international scientific and educational experience</b>										
3.1	Proportion of TS members who undergone qualification improvement and training abroad	Member of the Board - Vice-Rector for I&I	%	2	3,4	3,5	3,6	4	4,5	5

3.2	Proportion of foreign experts involved in teaching activities	Member of the Board - Vice-Rector for I&I	%	1	1,2	1,5	1,6	1,7	1,78	2
3.3	Number of scientists who undergone training in leading scientific centers worldwide	Member of the Board - Vice-Rector for I&I	unit	6	9	12	15	20	25	30

**Strategic Direction 4**  
**“DEVELOPMENT OF EDUCATIONAL AND SOCIAL WORK WITH STUDENTS”**

*Goal: Formation of an ideal personality with an active civic position, high moral and ethical standards, interfaith, interethnic, and legal culture.*

**Target indicators**

1.	Proportion of students who are winners in international, national, city-level, sports competitions, creative talent contests, and intellectual competitions out of the total number of students.	Member of the Board - Vice-Rector for S&SD	%	9	10	12	15	20	25	30
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**Key performance indicators**

**Task 1: Creating conditions for self-expression and self-development of students in the social, spiritual, and intellectual spheres.**

1.1	Proportion of students engaged in organized social activities (student self-government, debating, and volunteering) within the university, city, and region aimed at increasing social activity through creative and cultural exchange and promoting citizenship and patriotism out of the total number of students.	Member of the Board – Vice Rector for S&SD	%	35	40	45	50	55	60	70
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**Strategic Direction 5**  
**“DEVELOPMENT OF INFRASTRUCTURE”**

*Goal: Development of the material and technical base for sustainable growth of the university and a favorable inclusive environment.*

**Target indicators**

1.	Proportion of funds allocated for repairs (current, capital) out of the total budget expenditures.	Chief Accountant	%	3,5	4,45	4,5	4,6	4,7	4,8	5
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**Key performance indicators**

**Task 1: Providing conditions and an accessible environment for students.**

1.1	The level of conditions created for inclusive education at the university	Chief Accountant	%	60	65	70	75	80	90	100
1.2	Number of new beds introduced in student dormitories	Member of the Board -Vice-Rector for S&SD	unit	-	-	-	-	500	-	-
1.3	Proportion of financial resources spent on updating educational and scientific equipment	Chief Accountant	%	5	8	8,1	8,2	8,3	8,5	9

<b>1.4</b>	Proportion of virtual laboratories available at the university	Board - Vice-Rector for I&I	%	5	5,01	5,02	5,03	5,04	5,05	5,06
<b>1.5</b>	Proportion of disciplines for which online courses been developed.	Member of the Board - Vice-Rector for AA	%	-	-	-	5,00	5,50	6,00	6,50
<b>Task 2: Modernization of the university's infrastructure ecosystem.</b>										
<b>2.1</b>	Proportion of investments attracted for the development of the university out of the total revenue of the university, including within the framework of the endowment fund.	Chief Accountant	%	2,3	2,5	2,7	3	3,3	3,6	4

#### **4.Expected Results**

1. Proportion of postgraduate students (master's, doctoral) out of the total student body (number of students as of January 1, 2023- 6664) – 9%;
2. Proportion of educational programs accredited internationally – 80%;
3. Number of funded educational and research projects carried out at the university – 50;
4. University's position in the QS World University Rankings – 1001-1300th place;
5. Number of faculty members holding international language proficiency certificates – 20;
6. Proportion of students who are winners in international, national, city, sports competitions, creative talent contests, and intellectual competitions out of the total number of students – 30%;
7. Proportion of funds allocated for repairs (current, capital) out of the total budget expenditure - 5%.

#### **5.Resources**

Financial resources. Funding for the implementation of this Program is expected to come from non-budgetary funds, attracted investments, and own funds. The amount of funding for the Development Program will be determined during the formation of the Republican and local budgets for the upcoming periods and their adjustment for the respective period.

Human resources. The University's activities are supported by highly qualified personnel at all levels according to the approved organizational structure.

Material and technical resources. The University possesses the necessary material and technical resources for the implementation of this program.

## **6.The decoding of abbreviations and glossary**

AC– Academic Committee;

EP – Educational Program;

JEP – Joint Educational Program;

Member of the Board - Vice Rector for AA - Member of the Board - Vice Rector for Academic Affairs;

Member of the Board, Vice-Rector for I&I - Member of the Board, Vice-Rector for internationalization and innovation;

Member of the Board, Vice-Rector for S&SD - Member of the Board, Vice-Rector for Strategic and Social Development;

MOOC – Massive Open Online Courses;

MSHE RK – Ministry of Science and Higher Education of the Republic of Kazakhstan;

NPJSC – Non-Profit Joint Stock Company;

NSC – National Scientific Council;

RC – Research Center;

SC - Scientific Center;

UHEMS – Unified Higher Education Manage.