

Ministry of Science and Higher Education of the Republic of Kazakhstan  
NLC “Korkyt Ata Kyzylorda University”



**DEVELOPMENT PROGRAM  
NLC "KORKYT ATA KYZYLORDA UNIVERSITY"  
FOR 2023-2029**

**Kyzylorda, 2024**

The development program of NLC “Korkyt Ata Kyzylorda University” for 2023-2029 was reviewed and approved at a session of the Board of Directors on September 1, 2023, protocol №5, with amendments and additions dated December 21, 2023, protocol No.8.

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## 1. PROGRAM PASSPORT

Program Name	Development program of the non-profit joint stock company “Korkyt Ata Kyzylorda University” for 2023-2029.
Basis for the development of the Program	<p>Law of the Republic of Kazakhstan “On Education” dated July 27, 2007;</p> <p>Law of the Republic of Kazakhstan “On Science Technological Policy” dated July 1, 2024;</p> <p>Law of the Republic of Kazakhstan “On the commercialization of the results of scientific and (or) scientific and technical activities” dated October 31, 2015;</p> <p>Law of the Republic of Kazakhstan “On State Youth Policy” dated February 9, 2015;</p> <p>National Development Plan of the Republic of Kazakhstan until 2025 dated February 15, 2018, No. 636;</p> <p>Message of the President of the Republic of Kazakhstan K.-Zh. Tokayev to the People of Kazakhstan “Unity of the people and systemic reforms are a solid basis for the country’s prosperity” dated September 1, 2021;</p> <p>Message of the President of the Republic of Kazakhstan K.-Zh. Tokayev to the People of Kazakhstan “New Kazakhstan: the path of renewal and modernization” dated March 16, 2022;</p> <p>Message of the President of the Republic of Kazakhstan K.-Zh. Tokayev to the People of Kazakhstan “A fair state. One nation. Prosperous society” dated September 1, 2022;</p> <p>Message of the President of the Republic of Kazakhstan K.-Zh. Tokayev to the People of Kazakhstan "Economic course of a Fair Kazakhstan" dated September 1, 2023;</p> <p>Message of the President of the Republic of Kazakhstan K.-Zh. Tokayev to the People of Kazakhstan "Fair Kazakhstan: law and order, economic growth, public optimism" dated September 2, 2024;</p> <p>Concept for the development of higher education and science of the Republic of Kazakhstan for 2023-2029, approved by Decree of the Government of the Republic of Kazakhstan dated March 28, 2023 №248;</p> <p>Methodological recommendations for the development and implementation of programs and plans for the development of organizations of higher and (or) postgraduate education and scientific organizations, approved by the Minister of Science and Higher Education of the Republic of Kazakhstan dated June 26, 2023</p>

Program Developer	NLC “Korkyt Ata Kyzylorda University”
Goal	Creation of a competitive regional university that impacts on the formation of human capital and the socio-economic development of society
Objectives	<ul style="list-style-type: none"> <li>- training of qualified personnel corresponding to the tasks of the country's innovative economy;</li> <li>- creating conditions for the development of science and innovation, attracting young people to generate new ideas;</li> <li>- increasing contribution to the development of national unity, national culture and harmonious development of the individual.</li> </ul>
Program implementation period	2023-2029
Funding sources	<ul style="list-style-type: none"> <li>- republican budget;</li> <li>- means of public-private partnership;</li> <li>- funds allocated by organizations, enterprises and institutions under contracts;</li> <li>- funds allocated by international scientific and educational foundations and organizations;</li> <li>- the university’s own funds;</li> <li>- charitable contributions from sponsors, voluntary donations from legal entities and individuals;</li> <li>- income from the sale of scientific results;</li> <li>- income from the provision of paid services;</li> <li>- funds from the endowment fund;</li> <li>- targeted transfers for development (Center for Academic Excellence);</li> <li>- investments.</li> </ul>

## INTRODUCTION

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Non-profit joint-stock company (NLC) “Korkyt Ata Kyzylorda University” is one of the large regional universities, which, being in the regional center, borders with Aktobe region in the north-west, with Karaganda region in the north, with Turkestan regions in the east and south-east, with the Republic of Uzbekistan in the south.

Founded in 1937 on the basis of the Far Eastern Pedagogical Institute, the university became a forge for training qualified personnel. Preserving the best traditions of classic science and the continuity of scientific schools, the staff is faced with the task of creating a strong regional university.

Corporate governance, educational, research and social educational activities of the university were carried out within the framework of 6 directions outlined in the University Development Strategy for 2021-2025.

The number of students by 2024 estimates more than 10 thousand people, and the number of grant applicants is growing from year to year. The growth of government funding for science over the past 5 years has a noticeable impact on the income of the regional university. So, if in 2018 the university implemented projects worth 62 million tenge, then in 2024 the income from the research activities is by 771 408 thousand tenge.

According to the Development Plan of the Kyzylorda Region until 2025, in the future the region should become a center for attracting the industrial business and entrepreneurship with high transit potential. The development program of the NLC “Korkyt Ata Kyzylorda University” is also focused on the development of the region: meeting personnel needs satisfaction, integrating science and production, internationalizing higher education and increasing the university’s ranking in the international arena.

## 2. ANALYSIS OF THE EXTERNAL ENVIRONMENT AND THE CURRENT SITUATION

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### 2.1. Analysis of the external environment

Kyzylorda region is an industrial and agricultural region. The industry of the region is represented by enterprises of the mining industry, metallurgy, mechanical engineering, energy, chemical, light and food industries, the construction industry and the production of building materials.

The agro-industrial complex is actively developing in the region. Grain, fodder, potatoes, vegetables, gourds, oilseed crops are cultivated on the territory of the region. Kyzylorda region is the main rice producer in the country (90%).

The region has a high potential for both the development of agriculture and the production of food, building materials, the development of the service sector, tourism, and etc. A promising area of the region's economy is the development of animal husbandry, processing of meat products, fishing and fish processing with a high export potential. Camel breeding, horse breeding and sheep breeding have been developed in animal husbandry.

In terms of population, the region ranks 9th among 17 regions and 3 cities of republican significance. So, as of June 1, 2024, the population of the region estimates 844.5 thousand people, including 396.8 thousand people (47%) - urban, 447.7 thousand people (53%) are rural residents.

The natural population growth in January-May 2024 is 6041 people (in the corresponding period of the previous year - 6360 people).

The balance of migration is negative and amounted to -3490 people (in January-May 2023 - -1767 people), including in external migration - 0 (-7), in internal - -3490 people (-1760 people).

The volume of the gross regional product for January-March 2024 at current prices is 576.2 billion tenge. Compared to January-March in 2023, real GRP increased by 6.9%. In the structure of GRP, the share of production of goods is 29.3%, services - 63.8%.

The volume of industrial production in January-June 2024 amounted to 522069 million tenge at the current prices, which is 5 % more than January-June in 2023.

In mining industry, the production volume decreased by 3.7%, in manufacturing industry there was an increase of 37.5%, in the supply of electricity, gas, steam, hot water and air conditioning it increased by 2.5%, in water supply; water disposal; waste collection, treatment and disposal, pollution control activities decreased by 0.9%.

The volume of gross output of the produce (services) of agriculture in January-June in 2024 amounted to 28044,5 million tenge, or 104,0% compared to January-June 2023.

The volume of investments in fixed assets in January-June 2024 amounted to 233856 million tenge, or 141,4% compared to January-June 2023<sup>1</sup>.

In the Kyzylorda region, the training of specialists with higher and postgraduate education is carried out by 3 universities: NLC "Korkyt Ata Kyzylorda University"

(training levels: bachelor's degree - master's degree -doctoral studies), Kyzylorda Open University (training levels: bachelor's and master's degrees), Kyzylorda University "Bolashak" (training levels: bachelor's and master's degrees).

In addition to private universities operating in the region, universities in the border regions - Aktobe, Turkestan, as well as cities of republican significance as Astana, Almaty, Shymkent, cause significant competitiveness. The choice of a university by graduates of schools and colleges in the Kyzylorda region depends primarily on the pricing policy of universities and the UNT (United National Testing) threshold score (for pedagogical specialties).

The most attractive for applicants from the Aral and Kazaly districts is K. Zhubanov Aktobe Regional University, which offers training under "Serpin" Program, as well as providing a wide range of tuition discounts.

Khoja Akhmet Yassawi International Kazakh-Turkish University is attractive for applicants from the Zhanakorgan region. It offers a more extended list of educational services, including specialties on "Healthcare", training in 4 languages, quotas for training from the Republic of Turkey.

The competitive advantage of NLC "Korkyt Ata Kyzylorda University" is the choice of educational programs for three levels of education, lower tuition fees, the provision of rector's grants, various tuition discounts, good infrastructure and material and technical facilities, as well as close interaction with production.

The university's opportunities for the development of the region are considered in the following areas:

- contribution of the university as a major "supplier" of personnel for the economic and social sectors of the Kyzylorda region;
- development of applied scientific research and development;
- creation of business incubators, start-up companies, innovation centers, design bureaus and other structures according to the profile of activity;
- vocational education and retraining, advanced training of personnel;
- functioning of new scientific and educational laboratories as Centers of academic excellence, which will be created as part of the implementation of the Concept for the Development of Higher Education and Science for 2023-2029;
- expanding internationalization and attracting foreign students to the region, creating joint/double-degree programs with foreign universities.

The students and the staff of the university take an active part in the economic and social life of the region, in the development of culture, education and innovation. The main forms of such participation include:

- joint design of road maps and programs for the development of the Kyzylorda region with employers of the EPs (Education Program), with local authorities and companies;
  - provision of advisory and expert assistance to organizations and manufacturing companies;
  - cultural and educational work of the university's creative teams;
  - active promotion of a healthy lifestyle and promotion of the UN's 17 sustainable goals.



## **2.2 Analysis of the current situation**

NLC “Korkyt Ata Kyzylorda University” provides training on the basis of 5 institutes, 20 educational programs (departments), 4 sections as well as 6 research centers in 83 educational programs of bachelor, 44 – master courses, 13 - doctoral courses (PhD).

The university is in the TOP-1401+of the best universities in the world according to the QS World University Ranking-2024.

Among the universities of the Asian continent, according to the rating agency QS Asia Ranking in 2024, the university entered the TOP-541-560.

In UI Green Metric World University Rankings-2023, the university ranks 1015<sup>th</sup> place.

For the first time in 2024, Korkyt Ata Kyzylorda University showed results on the Global University Impact Rankings-2025 indicator in the Times Higher Education ranking. According to the results of the ranking, the university took position 1501+ among the best universities in the world in the following areas of the UN Sustainable Development Goals:

Goal 10. Reduced inequalities;

Goal 11. Sustainable cities and communities;

Goal 16. Peace, justice and strong institutions;

Goal 17. Partnerships for sustainable development.

The University is a member of the Eurasian-Pacific Network of Universities (Vienna, Austria), the European Association of Higher Education Institutions (Brussels, Belgium), the Magna Charta de Universit  s (Bologna, Italy), which is the basis of the Bologna Process, the Eurasian Association of Universities, Association of Asian Universities, Association of Economic Universities of South-East Europe and the Black Sea Region (Greece), as well as the Consortium of Agricultural Universities of Central Asia and the Southern Caucasus.

In 2023, the university began active work aimed at promoting the exchange of students and teaching staff between member universities of the Union of Turkic Universities of the Turkic Council within the framework of “Orhun” exchange program. This contributes to increasing the role of academic mobility in academic policy and the recognition of learning outcomes, the introduction and implementation of research programs and projects between the participants of this program.

In 2022, the university successfully passed the international institutional accreditation procedure of the Independent Accreditation and Rating Agency (IAAR) for a period of 5 years (until December 2027). 110 educational programs (EP) have specialized IAAR accreditation certificates.

According to the results of the National ranking demand for universities, conducted by the Independent Agency for Accreditation and Rating (IAAR), the university is in the TOP-10 best universities of the Republic of Kazakhstan, ranking 7th place.

In the rating of NCE “Atameken” –2023, 21 educational programs entered the TOP-10.

The employment rate for 2023 undergraduate alumni is 83%.

In 2024-2025 academic year, the contingent of students amounted to 10512 people, including 9888 undergraduate students, 548 – master students, 76 -doctoral students. 267 students are studying under the grant of the akim of Kyzylorda region, 26 students are the holders of the scholarship of the President of the Republic of Kazakhstan in 2023.

In order to develop dual education, 94 branches of departments operate on the basis of enterprises, and practicing specialists are actively involved in the educational process.

Together with foreign universities, 10 joint educational programs have been developed (Seoul National University of Science and Technology (Republic of Korea), National Research University “Tashkent Institute of Irrigation and Agricultural Mechanization Engineers” (Republic of Uzbekistan).

KPI system has developed at the the university to assess the professional activity and stimulate the staff, incentive measures are provided to increase the publication activity of the staff in international ranking journals.

There is a public association "Association of Korkyt Ata Kyzylorda University Graduates", which includes more than a thousand graduates of the university. Members of the association contribute to the development and strengthening of the university as a higher educational institution of new content and a center for training highly qualified specialists.

In 2021, the Korkyt ata Endowment Corporate Fund was created. The fund's activities include assistance in the development and strengthening of the university's material and technical base, including landscaping, updating the library collection, reconstructing and renovating premises, establishing personal grants and scholarships for students, participating in charitable activities, organizing, conducting or assisting in holding charitable events, and providing other material support to university students.

More than 150 agreements and memorandums have been signed in the field of international cooperation.

Under the program of the Ministry of Science and Higher Education of the Republic of Kazakhstan "Attracting Foreign Scientists", as well as at the expense of the university, over the past 3 years, 67 scientists and teachers from Russia, the USA, Canada, Turkey, Hong Kong, Bulgaria, Hungary, Finland, France, Switzerland, South Korea, Serbia, Ukraine, Uzbekistan have been involved in the educational process.

In the 2023-2024 academic year, 3 volunteer teachers worked - Korean language teacher under an agreement with the Educational Center at the Embassy of the Republic of Korea, as well as English teacher for all students and citizens under the American Fulbright program.

In 2024, 46 foreign students from the People's Republic of China, the Republic of Uzbekistan, the Russian Federation and Mongolia studied at the university.

The project "Restructuring of IT departments and creation of a new school of artificial intelligence" was developed with funding from the Government of the Republic of Korea, together with the Seoul National University of Science and Technology of the Republic of Korea. The project is designed for 7 years (2023-2029) and provides for the introduction of new technologies into the educational

process, the creation of a School of Artificial Intelligence and Business Incubation, and the transfer of experience in creating an advanced university. As part of this project, the Institute of Artificial Intelligence was opened at the university on November 6, 2023.

Research work is carried out within the framework of various grant funding projects at the university, orders from the Ministry of Education and Science and enterprises, as well as under international agreements. The total income from science for 2020-2023 amounted to 1,018,783 thousand tenge (2020 - 108,225 thousand tenge; 2021 - 130,349 thousand tenge, 2022 - 191,192 thousand tenge, 2023 - 589,017 thousand tenge).

In 2022, 3 university scientists became winners of the competition "Best University Teacher-2022" (MNVO RK).

Since 2021, as part of the support for young scientists, the university annually allocates a grant from the Chairman of the Board-Rector for the implementation of research work for young scientists under 40 years of age. In 2021, 4 projects won the competition, in 2022 - 6 projects, in 2023 - 8 projects of young scientists, in 2024 - 15 projects of young scientists. The total funding for 4 years is 50 million tenge.

For 2018-2023, university scientists published 412 articles in the Scopus database (as of 10.10.2024), and 121 articles in the Web of Science database (as of 10.10.2024).

By the decision of the Ministry of Higher Education of the Republic of Kazakhstan for 2022-2024, for the training of scientific and pedagogical personnel, the university has 3 dissertation councils in the following areas of personnel training: 8D011 - Pedagogy and Psychology, 8D017 - Training of Teachers in Languages and Literature, 8D073 - Architecture and Construction.

The university publishes 8 scientific journals to publish the results of scientific research.: Chemistry and Chemical Technology Journal; Biological Sciences Journal; Philological Sciences Journal; Actual Problems of Teaching Mathematics, Physics, Computer Science; Technical Sciences and Technology; Bulletin of Korkyt Ata Kyzylorda University. Series "Agricultural Sciences"; Bulletin of Korkyt Ata Kyzylorda University. Series "Pedagogical Sciences"; Bulletin of Korkyt Ata Kyzylorda University. Series "Economic Sciences". The series of the journal "Agricultural Sciences" is included in the list of scientific publications recommended by the authorized body for the publication of the main results of scientific achievements (MNVO RK).

Within the framework of international grants, 5 educational projects (Erasmus +, etc.) and 3 international scientific projects are being implemented under the HORIZON-2020 program (jointly with the University of Nova Lisboa, Portugal), the University of Tübingen (Germany), Meiji University (Japan).

The regional TOEFL center has been operating at the university since October 2020. During this time 233 people have passed the TOEFL ITP test.

The priority areas of educational work at the university are strengthening students' spiritual and moral values, Kazakhstani patriotism, forming a holistic, highly cultured and socially responsible personality, developing socio-political activity, increasing the level of civic participation and leadership skills, forming a

healthy lifestyle, supporting talented youth, and activating student self-government.

There are 21 youth organizations at the university. Physical education classes are held according to the interests of students in 11 sports sections to form a healthy lifestyle and leisure for students,. The university infrastructure includes 10 academic buildings, a Students' Palace, the Seykhun sports and fitness complex, 6 student canteens, a library with 4 reading rooms and a modernized library in the Open Space format, an agrobiological site with a greenhouse, a training and tactical training ground for the military department, and 5 dormitories.

The auditorium fund currently includes 396 auditoriums, including 279 auditoriums, 74 laboratories, 6 workshops, 13 computer classes, 67 multimedia classes, 21 rooms for individual studies, 3 dance halls.

The university has a corporate computer network, the system of the information and educational portal "E-UNIVER", to which all departments, services and educational units are connected. Thanks to the unified corporate network, its own information projects are dynamically developing: the information site [korkyt.edu.kz](http://korkyt.edu.kz) and "E-univer".

The total number of computers, monoblock, laptops is more than 1,300 units. The computer park is updated annually. Internet access is provided to all students of the university through a wireless WI-FI network. The connection speed to the LAN Internet is 600 Mbit / sec with ESHDI and 800 Mbit / sec for WI-FI.

The local area network consists of a server telecommunications infrastructure with a "star" topology. Modern methods and technologies are used to ensure information security of the LAN. Account access control systems (ACS), public address systems and video surveillance are installed.

As part of the digitalization of the university's activities, the electronic document management system (EDMS) "Salemofis" has been introduced, the electronic personnel accounting system "ARM" is functioning, an electronic proctoring system and a licensed anti-plagiarism program have been introduced.

Today, the university sets a goal - to be useful to society and work for the benefit of the region. For this purpose on the agenda in the coming years are the issue of improving the material and technical base of the university, social and living conditions for students, staff, improving the quality of knowledge, digitalization of educational and scientific activities, because Korkyt Ata Kyzylorda University is the main driver of the development of Kyzylorda region in the formation of an intellectual environment and the training of competitive personnel.

An analysis of the current situation, the labor market and competitors made it possible to identify strengths and weaknesses in the university's activities, determine favorable opportunities for development and identify risks.

### SWOT- analysis

S (strength)	W (weakness)
- a wide range of offered educational programs at three levels of education:	- dependence on tuition fees (90% of the university's income comes from tuition

<p>bachelor's-master's-doctoral studies;</p> <ul style="list-style-type: none"> <li>- scientific potential of the staff;</li> <li>- implementation of a multilingual education program;</li> <li>- creation of conditions for professional growth of teaching staff, development of academic mobility, advanced training in leading universities in the near and far abroad;</li> <li>- modern material and technical base and laboratories for carrying out scientific and educational activities;</li> <li>- implementation of the KPI system for the teaching staff and incentive measures for publication activity;</li> <li>- support for young scientists: rector's grants, social support;</li> <li>- various types of motivation and favorable conditions for self-realization of youth</li> </ul>	<p>fees);</p> <ul style="list-style-type: none"> <li>- low level of foreign language proficiency (in particular, English) among teaching staff and students;</li> <li>- aging workforce and migration of young professionals to large cities;</li> <li>- low region's attractiveness for foreign students: remoteness from large cities, environmental and climatic conditions;</li> <li>- poor research implementation and development work together with subsoil users;</li> <li>- insufficient digitalization level of business processes;</li> <li>- emergency condition of some educational buildings;</li> <li>- low attractiveness of the higher education sector for investment by private investors</li> </ul>
<b>O (opportunity)</b>	<b>T (threat)</b>
<ul style="list-style-type: none"> <li>- the only university (subordinate) in the Aral Sea region (South-West of the Republic of Kazakhstan);</li> <li>- development of informal education;</li> <li>- history and recognizable brand of the university;</li> <li>- diversification of educational and scientific activities in accordance with the needs of employers, the state and society;</li> <li>- demographics growth in the region: increase in the number of high school graduates;</li> <li>- operation of mining, agro-industrial, manufacturing companies in the region, which need young personnel;</li> <li>- expansion of international cooperation with universities and centers;</li> <li>- creation of joint educational programs and/or double diplomas;</li> <li>- increase in funding for science from the state.</li> </ul>	<ul style="list-style-type: none"> <li>- outflow of school graduates to large cities;</li> <li>- increased competition in the educational services market from universities in related specialties;</li> <li>- low tuition fees at neighboring universities;</li> <li>- aging of the material and technical base;</li> <li>- inflation and the geopolitical situation in the world.</li> </ul>

### 3. MISSION, VISION, VALUES AND PROSPECTS FOR THE DEVELOPMENT OF THE UNIVERSITY

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#### **Mission**

Generate new knowledge and reveal the intellectual potential of the region.

#### **Vision**

Korkyt Ata Kyzylorda University is a strong regional university that influences the socio-economic development of the region and the formation of high-quality human capital.

#### **Values:**

#### **Quality**

To develop high level professional skills and competencies in students.

#### **Innovations**

Development and application of modern scientific and technological achievements necessary for the training of qualified personnel and the competitiveness of the region.

#### **Social responsibility**

The University is a center for the formation of social initiatives and cultural characteristics of the region, responsible for the ethical and aesthetic development of the individual and a healthy lifestyle in society.

#### **Strategic directions of the University's activities:**

1. Academic excellence and internationalization of education.
2. Development of science and international cooperation.
3. Digitalization and modernization of infrastructure.

### 4. STRATEGIC DIRECTIONS, GOALS, TARGET INDICATORS AND TASKS FOR THEIR ACHIEVEMENT

#### **STRATEGIC DIRECTION 1.**

#### **ACADEMIC EXCELLENCE AND INTERNATIONALISATION OF EDUCATION.**

**Objective 1. Creation of an effective corporate governance system for the development of the university's human resources and scientific potential.**

#### **Key indicators:**

Key indicator	Unit of measurement	Planning period by years						
		2023	2024	2025	2026	2027	2028	2029

	<b>ent</b>							
The share of teaching staff, students and employees involved in the corporate governance system	%	0,9	1	1	1	1	1	1

**Task 1.1.** Ensuring continuous professional development of employees and advanced training of scientific personnel.

The University will provide a developed corporate culture, which will be based on the principles of project management.

The University will create an effective HR system aimed at improving the qualifications of employees and faculty, attracting and retaining talent.

The University will train personnel jointly with employers and representatives of business structures.

**Key indicators:**

№	Key indicator	Unit of measurement	Planning period by years						
			2023	2024	2025	2026	2027	2028	2029
1.	The share of administrative and management managers who have completed advanced training courses in the field of management	%	90	95	95	96	96	97	97
2.	The share of teaching staff and employees who have undergone retraining and advanced training	%	90	92	93	94	94	95	95
	- including teaching staff at the expense of the university	%	33	34	35	35	35	36	37
3.	Satisfaction of teaching staff and employees with working conditions	%	81	83	85	85	87	88	88
4.	Number of employers and business representatives involved in the educational process	чел.	56	58	60	65	70	75	80
	The share of employers and business representatives involved in the educational process from the total number of teaching staff	%	10	10,7	12	13,5	14,5	15,5	16,5
5.	The share of the state language in the overall document flow	%	70	85	92	94	96	98	100
6.	Proportion of women on the Board of Directors	%	35	35	35	35	35	35	35
7.	Proportion of women in the executive body	%	35	35	35	35	35	35	35
8.	The proportion of women among heads of structural divisions	%	40	40	40	40	40	40	40

**Task 1.2.** Increasing the degree, developing a motivation program and incentive measures for personnel and scientific potential.

The University will create a new model of organizational architecture, in which the teaching staff with high scientific and pedagogical potential will influence the socio-economic development of the region.

The University will improve various types of motivation for employees and teachers.

**Key indicators:**

№	Key indicators:	units of measurement	Planning period by years						
			2023	2024	2025	2026	2027	2028	2029
9.	Share of teaching staff with academic degrees and Doctor of Philosophy (PhD) degrees	%	49	49,5	50	50	51	52	52
10.	University position in the national ranking	place	7	7	7	7	6	6	6

**Purpose 2. Ensuring the quality of educational programmes and awarded qualifications based on innovation and the society's demand.****Key indicators:**

Key indicators	units of measurement.	Planning period by years						
		2023	2024	2025	2026	2027	2028	2029
The share of employed graduates in the first year after graduation (from the total number of graduates)	%	76	77	78	79	80	81	82
Proportion of graduates occupying leadership positions	%	0,7	0,9	1,1	1,2	1,3	1,4	1,4

**Purpose 2.1. Formation of an effective academic ecosystem integrated into the national and regional context.**

The University has created a school of artificial intelligence and business incubation within the framework of a strategic partnership with SeoulTech, which will train personnel in accordance with global trends in the field of IT technologies in 4 areas.

The University will implement new approaches to the management of educational programs and create innovative EPs at the request of companies and the modern labor market.

**Key indicators:**

№	Key indicators	units of measurement.	Planning period by years						
			2023	2024	2025	2026	2027	2028	2029
11.	Number of international educational programs (within the framework of strategic partnership with SeoulTech)	unit	-	-	2	2	2	2	2
12	Number of innovative OPs developed by order of industry associations and enterprises	unit.	1	1	2	2	3	3	4
	The share of innovative OPs developed by order of industry associations and enterprises	%	0,9	0,9	1,5	1,5	2	2	2,5



13	Institutional accreditation	unit					+		
14.	The share of accredited educational institutions from the total number of educational institutions	%	77	78	80	82	84	86	90
15.	The share of graduation theses completed in the format of applied projects in priority areas of socio-economic development of the region	%	2	2	3	4	6	8	10
16.	The proportion of graduates who passed the qualification assessment (assessment of professional readiness)	%	65	67	68	70	75	80	85
17.	Share of dissertations defended in the state language: - master's dissertation	%	86	86,5	87,5	88,5	89	89,5	90
	- Doctoral dissertation (PhD)		80	82	85	87	88	89	90

**Purpose 2.2.** *Formation of students' contingent, attraction of talents to the university and employment of graduates.*

The University will rebrand the EPs to make them more attractive and demand in the labor market.

The University will improve the teachers' practical skills and professional competence to attract talent, will create comfortable conditions for academic mobility and development of students' personalities.

The University will develop informal education programs and attract leading experts to improve the qualifications of employees and students.

**Key indicators:**

№	Key indicator	units of measurement	Planning period by years						
			2023	2024	2025	2026	2027	2028	2029
18.	Students' contingent	чел.	10140	10463	10620	10750	11000	11500	12000
19.	The share of those admitted to universities who have the "Altyn Belgi" signs», winners of international Olympiads and competitions of scientific projects of the last three years, winners of the presidential and republican Olympiads and competitions of scientific projects of the current academic year (awarded first, second and third degree diplomas) from their total number	%	1	1	1	1,5	1,5	2	2
20.	The share of graduates who have completed advanced training and retraining programs at the university, developed jointly with business, with subsequent employment and career growth (Upgrade – professional courses)	%	-	-	1	2	3	4	5
21.	Number of students in non-formal education programs (except Silver University)	чел.	350	400	420	440	460	480	500
22.	Number of students in Silver	чел.	96	108	150	170	180	190	200

	University programs								
23.	Number of students in non-formal education programs aimed at improving digital literacy aged 6-74 years	чел.	19	25	50	80	100	130	150
24.	Percentage of first-year students who completed a course on the basics of financial literacy (annually, all first-year students)	%	-	11,6	96,7	100	100	100	100

**Task 2.3.** *Ensuring the availability of relevant learning resources (digital platforms, educational networks, massive open online courses (MOOCs) platforms), creating equal conditions and barrier-free access to higher education for individuals with special educational needs.*

The University will increase the number of disciplines for obtaining knowledge in a mixed format (distance learning, digital platforms, online courses, MOOCs, Coursera).

The University will create virtual laboratories, a digital library and create a unified system for automating learning processes.

The University will create an adaptive educational environment and barrier-free access to education at all levels.

**Key indicators:**

№	Key indicator	units of measurement.	Planning period by years						
			2023	2024	2025	2026	2027	2028	2029
285.	Number of new/updated OPs in accordance with the Atlases of new professions	ед.	-	-	3	6	8	10	12
26.	Number of disciplines for which online courses (MOOC) have been developed	ед.	20	42	60	70	80	90	100
	The share of disciplines for which online courses (MOOC) have been developed from the total number of disciplines	%	0,8	0,9	1,9	2,3	2,6	2,9	3,0
27.	The share of OPs in the implementation of which world digital libraries are used	%	38	50	55	60	62	63	65
28.	Percentage of students using global digital libraries in their learning process	%	15	30	50	60	62	63	65
29.	Number of online PPS courses available on the world's largest platforms	ед.	-	-	1	2	3	4	5
	Share of online university courses available on the world's largest platforms	%	-	-	1,6	2,8	3,7	4,4	5,0
30.	Degree of satisfaction of students and teaching staff with the quality of educational services and the	%	82	85	90	91	91	91	91

	ecosystem								
31.	Reputation among employers (based on the results of a sociological survey)	%	80	82	85	86	87	87	88
32.	The level of conditions created for inclusive education	%	60	76	80	100	100	100	100
33.	Implementation of the Inclusive Education Model together with the Ministry of Education and Science:	%							
	- the share of updated educational programs taking into account the new model of inclusive education		33	41	55	65	75	85	100
	- the proportion of teaching staff who improved their qualifications based on the inclusive education model		-	28	44	62	80	85	100

### Goal 3. International orientation of educational programs and internationalization of higher education

#### Target indicator:

Target indicator:	unit of measure	Planning period by years						
		2023	2024	2025	2026	2027	2028	2029
Number of double-diploma educational programs with foreign universities	quantity	-	-	3	4	5	6	8

**Task 3.1.** *Opening of joint educational programs, double degree programs, training programs with knowledge of English language.*

The University will create new joint educational programs with foreign universities, double degree programs and increase the programs with training of personnel with knowledge of English.

The University will ensure improvement of professional competence of teachers for quality training and entry of educational programs into subject ratings of world agencies.

The University will recruit educational programs abroad to attract foreign students and create a regional educational hub.

The University will promote the KKV foreigners club program for socio-cultural adaptation and improvement of intercultural interaction of foreign students and teachers.

#### Key Indicators:

№	Key Indicators	unit of measure	Planning period by years						
			2023	2024	2025	2026	2027	2028	2029
34.	Number of teaching staff	quantity	40	40	52	62	72	82	92

	teaching in English								
	Percentage of Faculty teaching in English from the total number of teaching staff	%	7,1	7,1	10.8	12.8	15	17	19
35.	Number of joint educational programs with foreign universities	quantity	4	10	10	12	14	16	18
	Joint educational programs with foreign universities (of the total number of educational programs)	%	3,5	4,3	6,5	7,3	8,5	9,0	10,0
36.	Contingent of students studying on programs of foreign branches established on the basis of the university	students	-	100	200	300	400	500	600
37.	Degree of involvement of branches of foreign universities in the activities of the university	%	-	-	2	2	2	2	2
38.	Number of EPs included in the top groups of subject ratings	quantity	-	-	-	-	1	2	2
	Percentage of EPs included in the top groups of subject ratings from the total number of EPs	%	-	-	-	-	0,7	1,4	1,4

**Task 3.2. Creation of projects (programs) to attract foreign specialists and students**

The University will expand the geography of partnership with leading foreign universities and implement programs to attract foreign specialists and students, as well as academic mobility (*joint program, double degree program, minor programs, MBA business education*).

The University will develop unique programs to attract international students (*social packages and scholarship programs*).

The University will become a Center of Academic Excellence in the Aral Sea region with unique scientific and educational laboratories and human resources.

**Key indicators:**

№	Key indicator	unitofmeasure	Planning periodbyyears						
			2023	2024	2025	2026	2027	2028	2029
39.	Percentage of students entered the academic mobility program from abroad for a period of at least trimester, semester, academic year from the total number of students	%	-	0,1	0,2	0,25	0,3	0,3	0,3
40.	Percentage of students went abroad under the academic mobility program for a period of at least trimester, semester, academic year	%	0,5	0,6	0,7	0,8	1	1,5	2

	from the total number of students								
41.	Percentage of students studying within the framework of academic mobility financed by the university from the total number of students	%	0,3	0,4	0,5	0,6	0,8	1,2	1,5
42.	Percentage of foreign experts involved in teaching activities from leading non-CIS universities with publications in highly rated scientific publications in the total number of teaching staff.	%	3,5	3,8	4	4,5	5	5,5	6
43.	Foreign students from the total number of students	%	0,4	0,6	0,8	1	1,2	1,5	2

**Goal 4. To form the personality of a future competitive specialist with high social responsibility, abilities for creative self-expression and an active civic position**

**Target indicator:**

Target indicator	unit of measure	Planning period by years						
		2023	2024	2025	2026	2027	2028	2029
Percentage of students involved in organized social activities, including student self-governance and debate movement to increase the level of citizenship and patriotism	%	35	40	45	50	55	60	65

***Objective 4.1.** Providing a comfortable educational environment by creating conditions for self-realization of young people and formation of a harmonious personality.*

The University will create comfortable conditions for the formation of creative, communicative personality with critical thinking and entrepreneurial skills, able to work in a team. For this purpose, leisure corners and youth clubs (centers) will function in all buildings.

The University will ensure the systematic operation of the main coworking center to support student initiatives and organize creative, art exhibitions, master classes, music competitions and festivals, workshops.

The University will ensure the effective functioning of the center of psychological support for students and staff to create favorable psychological, social and socio-pedagogical conditions for learning activities and full socialization of the individual.

**Key indicators:**

№	Key indicators:	unitofmeasure	Planning periodbyyears						
			2023	2024	2025	2026	2027	2028	2029
44.	Percentage of students involved in organized social activities for the implementation of SDGs	%	2	2	7	10	15	20	25
45.	Satisfaction of students with the creation of conditions for personal development and education	%	77	78	78	79	79	80	80
46.	Opening of the CoworkingCenter	quantity	-	1	-	-	-	-	-
47.	Opening of the Center for Social and Psychological Assistance	quantity	1	-	-	-	-	-	-

**Objective 4.2.** *Expansion of volunteer movement among students, contribution to the socio-cultural development of the city and popularization of sustainable development goals.*

The University will create a front office of Korkyt Ata Volunteers, where students can choose a suitable project on or off campus for the entire period of study.

The University will continue social support for students and develop new programs (projects) for social assistance.

The University will develop the UN Sustainable Development Goals within the framework of the Sustainable Development Strategy of NAO “Kyzylorda Korkyt Ata University” until 2030.

**Key indicators:**

№	Key indicator	unitofmeasure	Planning periodbyyears						
			2023	2024	2025	2026	2027	2028	2029
48.	Number of social/community projects/initiatives implemented	quantity	6	6	9	11	13	15	17
49.	Percentage of students engaged in volunteer activities from the total number of students enrolled in bachelor's degree programs	%	25	27	30	32	34	35	36
50.	Percentage of students receiving social support	%	10	10	10	10	10	10	10
51.	Number of university student teams participating in the National Student League	quantity	2	3	4	5	6	7	7

**STRATEGIC DIRECTION 2.  
DEVELOPMENT OF SCIENCE AND INTERNATIONAL  
COOPERATION**

**Goal 1: Create conditions for increasing the contribution of scientists to the development of socio-economic growth of the region and improving the lives of the population.**

**Target indicator:**

Target indicator	unit of measure	Planning period by years						
		2023	2024	2025	2026	2027	2028	2029
Average number of citations per publication	quantity	1	1	1	1,1	1,2	1,3	1,4

**Task 1.1.** Increase sources of funding by attracting grant and international projects, search for investors for new and rapidly developing projects.

The University will continue to develop priority areas of science necessary for the development of the region, as well as to increase the contribution to Kazakhstani science.

The University will maximize the participation of faculty and students in grant-funded projects, commissioned by the IOI and companies, as well as increase the participation of scientists in international projects.

The University will conclude mutually beneficial agreements with private partners (with companies and business structures) to increase the efficiency of scientific developments and commercialization of technologies.

### Key indicators:

№	Key indicator	unit of measure	Planning period by years						
			2023	2024	2025	2026	2027	2028	2029
1.	Number of commercialized scientific research activities/projects	quantity	2	4	4	4	4	4	4
2.	Amount of income received from commercialization of scientific developments, including licensing, sale of patents and creation of start-ups	Thousands of tenge	-	-	-	500	700	800	900
3.	Volume of private co-financing of commercialized results of scientific and (or) scientific-technical activity and applied research projects (local executive bodies, business representatives)	Millions of tenge	35	35	35	40	40	45	45
4.	Share of business sector expenditures in total internal university R&D expenditures	%	-	2	2,1	2,1	2,3	2,4	2,5
5.	Share of IIOE expenditures in the total amount of the university's internal R&D expenditures	%	-	2,6	2,6	2,6	2,6	2,6	2,6
6.	Number of funded research projects (by grant funding) carried out on the basis of the university	ед.	8	10	15	17	17	19	20
7.	Number of scientific projects carried out jointly with enterprises and business structures of the region to solve technological problems	ед.	4	7	7	8	9	10	11
	Share of research projects carried out jointly with enterprises and business structures of the region	%	16	23	23	23	23	24	25

	to solve technological problems from the total number of research projects								
8.	Share of scientific projects/programs implemented jointly with national and foreign universities and scientific organizations	%	5	10	10	15	15	20	20
9.	Share of active international scientific projects and programs in the total number of scientific projects	%	5	6	7	8	9	9	10
10.	Share of scientific and (or) scientific-technical projects in the state language	%	70	70	80	82	84	86	88

***Task 1.2 Ensuring knowledge transfer, commercialization of technologies, results of scientific and (or) scientific-technical activities***

The University will continue to update the material and technical base for the realization of fundamental and applied research.

Within the framework of the project “Center of Academic Excellence” the University will open innovative laboratories and create a modern infrastructure for the training of competitive personnel.

The University will increase the number of specialized scientific journals included in the list of recommended publications of the Ministry of Education and Science of the Republic of Kazakhstan and in the leading world bases.

The University will create a science and technology park, which will become a single complex for commercialization and transfer of technologies, approbation of theoretical knowledge in production, testing and development work. The Science and Technology Park will become a place for incubation and realization of Start-up projects of students and young scientists.

**Key indicators:**

№	Key indicator	unitofmeasure	Planning periodbyyears						
			2023	2024	2025	2026	2027	2028	2029
11.	Number of memorandums and agreements on accepting patronage concluded with representatives of large businesses in terms of scientific and innovative activities	quantity	1	3	5	7	9	11	15
12.	Number of scientific research institutes scientists from the university teaching staff on a part-time and/or hourly basis	number of people	5	5	10	10	15	15	20
13.	Number of patents obtained within the framework of R&D realized at the expense of the state budget	quantity	-	1	1	2	3	4	5



14.	Share of scientific laboratories certified and accredited/verified	%	-	-	1	1	2	2	3
15.	Number of start-up projects implemented by employees and students	quantity	36	38	40	42	44	46	50
16.	Number of start-ups created on the basis of university developments and launched on the market	quantity	-	-	-	1	1	2	3
17.	Number of contracts signed with industrial and commercial partners for implementation of scientific developments of scientists in their activities	quantity	-	-	1	2	2	3	4

**Task 1.3 Stimulation of scientific activity to support intellectual potential and attract young personnel to science, generation of ideas and creation of new products**

The University will improve the KPI system to stimulate the scientific activity of faculty and staff, will continue to develop incentives based on the results of scientific activity, including the results of publications in highly rated journals.

The University will increase the number of research teachers and develop the postdoctoral program to attract foreign scientists and young staff in science.

The University will continue to issue grants (HEI grant) for young scientists for research work.

The University will continue the formation and continuity of scientific schools through master's, doctoral and postdoctoral programs.

**Key indicators:**

№	Key indicator	unit of measure	Planning period by years						
			2023	2024	2025	2026	2027	2028	2029
18.	Share of faculty members engaged in scientific research activities from the total number of faculty members	%	25	35	45	50	55	60	65
19.	Number of young faculty members engaged in research work (up to 40 years old inclusive) (involvement in GF/TPF (government funding\ targeted program funding) research projects)	people	20	25	35	40	45	47	50
20.	Number of students participating in research activities	people	15	15	25	30	35	40	45
21.	Number of publications in the editions included in the list of Committee for Quality Assurance in Science and Higher Education of the Ministry of Science and Higher Education of the Republic of Kazakhstan	quantity	15	20	30	35	40	45	55
22.	Average number of publications	quantity	0,04	0,04	0,04	0,04	0,05	0,05	0,06

	in the publications included in the list of Committee for Quality Assurance in Science and Higher Education of the Ministry of Science and Higher Education of RK per one teacher								
23.	Number of articles by faculty members in indexed scientific journals	quantity	120	150	200	220	230	240	250
24.	Number of articles and reviews of university employees in highly rated publications Q1, Q2 Journal Citation Reports JCR	quantity	5	8	10	12	14	16	20
25.	Average number of publications in highly rated publications Q1, Q2 Journal Citation Reports JCR per one employee	quantity	0,01	0,02	0,02	0,03	0,03	0,03	0,04
26.	Number of scientific journals indexed in international databases	quantity	-	-	-	-	-	1	1
27.	Technology Readiness Level of the University (TRL)	quantity	-	2-3	2-3	4-7	4-7	4-7	8
28.	Share of published scientific articles in the state language: - in scientific editions recommended by the Committee for Quality Assurance in Education and Science of the Ministry of Education and Science of the Republic of Kazakhstan for publication of the main results of scientific activity	%	70	70	70	75	80	80	85
	- other domestic scientific journals		70	70	70	75	80	80	85

## Goal 2. Development of international cooperation and improvement of the university's image in the world arena

### Target indicator:

Target indicator	unit of measure	Planning period by years						
		2023	2024	2025	2026	2027	2028	2029
Position of the university in the ranking QS WUR	position	1200-1400	1200-1400	1200-1400	1200-1400	1200-1400	1200-1400	1001-1200

### *Task 2.1. Development of professional level of faculty and staff, expansion of international partnership*

The University will ensure maximum participation of faculty and research staff in the project “500 scientists”, in national/international programs of scientific/educational internships and projects.

The University will develop its own program to improve the professional level of faculty and staff in the best foreign universities and centers.

The University will create conditions for the study of English and Korean languages at no cost. It will develop incentives for English language proficiency levels.

The university will increase the number of mutually beneficial memoranda with overseas universities and centers.

The University will promote the University brand. To increase recognition and ensure competitiveness, it will continuously participate in subject and global rankings of universities in the world.

### Key indicators:

№	Key indicator	unitofmeasure	Planning periodbyyears						
			2023	2024	2025	2026	2027	2028	2029
29	Number of researchers who have undergone scientific training in the world's leading scientific centers and universities	people	6	14	15	16	18	20	22
30	Number of agreements (memorandums) with the world's leading scientific centers to strengthen the integration of domestic science into the international scientific space	quantity	1	2	3	4	5	6	7
31	Number of scientific projects and programs within the framework of international collaboration on the basis of intergovernmental agreements	quantity	-	-	1	1	2	2	2
32	Opening representative offices (or a branch) in foreign countries	quantity	-	1	-	-	-	-	-

## СТРАТЕГИЧЕСКОЕ НАПРАВЛЕНИЕ 3.

### ЦИФРОВИЗАЦИЯ И МОДЕРНИЗАЦИЯ ИНФРАСТРУКТУРЫ

### STRATEGIC DIRECTION 3.

### DIGITALIZATION AND MODERNIZATION OF INFRASTRUCTURE

**Goal 1. Modernization of infrastructure for creating comfortable conditions for students and staff**

**Target indicator:**

Целевой индикатор	Unit of measure	Planning period by years						
		2023	2024	2025	2026	2027	2028	2029
The share of attracted investments	%	0,25	0,29	0,32	0,38	0,44	0,46	0,5

for the development of the university from the total income of the university, including within the framework of the endowment fund									
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**Task 1.1** *Material and technical renewal of the classroom fund for the safety of students, as well as to improve the quality of work of the intellectual and creative elite.*

Университет будет увеличивать финансирование для улучшения материально-технической базы, создания новых аудиторий и увеличения досуговых центров во всех корпусах.

Университет будет привлекать спонсоров и средства Эндаумент-фонда для создания учебно-научных лабораторий, спортивных площадей, эффективного использования рекреационных зон и функционирования коворкинг-центров.

Университет продолжит строительные и ремонтные работы по обновлению учебных аудиторий, общежитий, тренировочных площадей и лабораторий. В связи с увеличением контингента обучающихся, а также открытием филиала школы искусственного интеллекта и бизнес-инкубирования в рамках стратегического партнерства с СеулТех с 2027 года начнется строительство нового кампуса.

The university will increase funding to improve the material and technical base, create new classrooms and expand leisure centers in all the university buildings.

The university will attract sponsors and Endowment Fund funds to create educational and scientific laboratories, sports areas, effectively use recreational areas and operate co-working centers.

The university will continue construction and renovation work to update classrooms, dormitories, training areas and laboratories. Due to the increase in the number of students, as well as the opening of a branch of the School of Artificial Intelligence and Business Incubation within the framework of a strategic partnership with SeoulTech, construction of a new campus will begin in 2027.

#### Key indicators:

№	Ключевой показатель	Unit of measure	Planning period by years						
			2023	2024	2025	2026	2027	2028	2029
1.	The volume of investments attracted for the development of the university from the total income of the university, including within the framework of the endowment fund	thousand tenge.	14588	23 973	28 498	35100	38400	43000	50720
2.	The share of funds in the endowment fund from the total income of the university	%	-	0,02	0,03	0,04	0,05	0,06	0,07
3.	Share of commercial income in the total	%	-	0,85	0,87	0,89	0,90	0,92	0,94

	income of the university								
4.	The share of financial resources spent on upgrading educational and scientific equipment	%	5,5	6,0	4,0	4,0	4,0	4,0	4,0
	- including scientific equipment	%	1	1	0,5	0,6	0,7	0,8	0,9
5.	The volume of funds attracted for the creation and development of infrastructure aimed at the commercialization of scientific developments	thousand tenge.	-	-	3000	3500	4000	4200	4500
6.	The share of financial resources spent on updating the library collection	%	0,3	0,3	0,3	0,3	0,3	0,3	0,3
7.	Number of places of accommodation in student dormitories	Number	60	-	-	-	200	200	-

## Goal 2. Development of digital architecture

### Target indicator:

Target indicator	Unit of measure	Planning period by years						
		2023	2024	2025	2026	2027	2028	2029
Share of management processes digitized	%	25	30	35	40	45	50	65

**Task 2.1** *Providing educational and scientific activities, as well as all business processes with a digital management environment*

In 2025, the university will begin work on modernizing the inventory system.

The university will continue to automate data exchange for making management decisions and will improve the electronic document management system.

The University will create a unified information system E-univer.korkyt.kz, aimed at improving communication and mobility of all types of business processes.

The University will provide safe conditions for study, work and residence. The video surveillance system and other means will be updated and modernized to ensure a comfortable environment in all buildings.

The University will provide access to information and world resources, and will also improve the digital ecosystem.

The University will provide centralized management of the printing process and the availability of multifunctional devices in public areas of the University (corridor printing). This system will optimize the use of printing resources, ensuring safety and convenience for all users.

The University will implement a cloud infrastructure based on Office 365 and PowerBI to improve the efficiency of data management and analysis. Office 365 will integrate office applications with cloud services, allowing staff and students to collaborate in real time from anywhere in the world. PowerBI will be used to create interactive reports and analytical dashboards, which will significantly improve decision-making processes at all levels of university management.

The University will create a modern IP telephony system to ensure corporate communication between all departments and campuses. The use of IP telephony will reduce communication costs and increase the efficiency of communication, which will contribute to a faster and better solution of administrative and educational tasks.

The University plans to conduct a large-scale de-bureaucratization aimed at simplifying and optimizing administrative and educational processes. The main element of this approach will be the transfer of all processes to electronic format, which will reduce the amount of paperwork, reduce the time for document processing and increase the transparency of decision-making. The introduction of electronic document management and automated management systems will provide prompt access to the necessary information, improve control over the execution of tasks and make the work of employees more efficient.

**Key indicators:**

№	Key indicator	Unit of measur	Planning period by years						
			2023	2024	2025	2026	2027	2028	2029
8.	The share of digitalized documents on higher and postgraduate education available in the eGov Mobile mobile application	%	100	100	100	100	100	100	100
9.	Number of government services provided in electronic format	unit	4	4	4	5	5	6	7
10.	WiFi coverage share by zones	%	70	80	90	90	95	95	100
11.	Channel Speed Expanding	Mb/sec	600	600	700	700	800	800	1000
12.	Digitization of library collections	unit	9200	9700	10200	10500	11000	11500	12000
13.	Access to domestic information resources (databases)	unit	9	9	9	10	10	11	12
14.	Access to foreign information resources (databases)	unit	3	3	3	3	3	3	3

## 5. EXPECTED RESULTS

The solution to the set tasks will ensure the achievement of the following expected results:

**On strategic direction 1 “Academic excellence and internationalization of education”:**

- the university’s position in the international QS WUR ranking among 1001-1200;
- training specialists in 4 global educational programs;
- employment of bachelor’s degree graduates - at least 82%;
- satisfaction of students with the educational process - 91%;
- functioning of the adult education system throughout life, taking into account the skills and competencies of the previous level of education, as well as the results of informal education;
- adaptive educational environment for individuals with special educational needs;
- functioning of Change School, business incubator, SeoulTech.

**On strategic direction 2 “Development of science and international cooperation”:**

- the share of faculty engaged in research work within the framework of scientific projects from the total number of faculty - 65%;
- the number of funded research projects (under grant funding) carried out at the university - 25;
- the number of articles by faculty in indexed scientific journals - 250;
- the number of articles and reviews by university employees in highly rated publications Q1, Q2 Journal Citation Reports JCR - 20.

**По стратегическому направлению 3 «Цифровизация и модернизация инфраструктуры»:** **On strategic direction 3 “Digitalization and modernization of infrastructure”:**

- comfortable conditions for comprehensive intellectual and creative self-realization of students and teachers;
- optimization of university business processes in a digital format - 65%.

## 5. RESOURCES

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The university has the necessary human, financial and library resources to implement the Development Program.

**Human resources.** Educational activities at the university are carried out by 535 teachers, including 26 doctors of science, 43 (PhD) doctors, 193 candidates of science, 251 masters. To improve the quality of teaching and ensure close ties with production, candidates and doctors of science, specialists in relevant fields have been invited part-time.

Scholarship holders of the international Bolashak program - 40 people. Under the project “500 scientists” in 2022-2023, 6 people completed an internship, since 2023 - 14 people.

The title of “Best Teacher of the University of the Republic of Kazakhstan” is awarded to 38 teachers. 27 teachers were elected as full members of the Russian Academy of Architecture and Construction Sciences, the Russian Engineering Academy, the International Engineering Academy, the Kazakh National Academy of Education, the Kazakh National Engineering Academy, the International Academy of Sciences of Pedagogical Education, the Academy of Pedagogical Sciences of the Republic of Kazakhstan, and the National Academy of Natural Sciences of the Republic of Kazakhstan.

The holders of the honorary title “Kazakhstannyn enbek sinirgen kairatkeri” are 6 teachers, the badge “Enbek danky” – 1, the Order “Kurmet” – 6, the medal “Eren enbegi ushin” – 9, Orders “A. Baitursynov” - 5, gold medal “Akhmet Baitursynov atyndagy Altyn medal” - 4, silver medal “A. Baitursynov atyndagy Kumis medal” - 3, Order “Parasat” - 2.

“Honored Master of Sports of the Republic of Kazakhstan” - one teacher, “Master of Sports” - one, the title of “Kazakhstannyn Kurmetti Sport Kairatkeri” has one teacher, the holder of the “Kurmetti Sport Kairatkeri” breastplate is one teacher, the title of “Honored Sports Figure of the Republic of Kazakhstan” is awarded to one teacher, the title of “Honored Coach of the Republic of Kazakhstan” is awarded to 5 people. One teacher was awarded the “Madeniyet Kairatkeri” breastplate, two teachers were awarded the “Excellent Worker of Culture of the Republic of Kazakhstan” breastplate.

The Ministry of Science and Higher Education of the Republic of Kazakhstan awarded 152 university teachers, including: medals “Y. Altynsarin” - 23 teachers, “Enbek ardageri” - 5; badges “Honorary Worker of Education of the Republic of Kazakhstan” - 29, “For Merits in the Development of Science” - 33, “Excellent Worker of Education of the Republic of Kazakhstan” - 9, “Excellent Worker of Public Education of the Republic of Kazakhstan” - 1, the Certificate of Honor of the



Ministry of Education and Science of the Republic of Kazakhstan - more than 75 teachers.

The university infrastructure includes 10 academic buildings, the Palace of Students, the Seykhun Sports and Health Complex, 6 student canteens, a library with 4 reading rooms and a modernized library in the Open space format, an agrobiological site with a greenhouse, a training and tactical training ground of the military department and 5 dormitories.

**Library resources.** The total collection of the university's scientific library is 1 907143 units.

The library collection is annually updated and replenished with new editions of textbooks, educational and methodological and scientific literature at the expense of allocated financial resources and receiving books as gifts to the university from authors and organizations.

In the 2021-2022 academic year, 7 292 units of textbooks (books) were purchased for a total of 43 228 684 tenge, in the 2022-2023 academic year, the library collection was replenished with 2 640 units of textbooks for a total of 17 543 540 tenge. In the 2023-2024 academic year, 2 990 units of textbooks, educational and methodological manuals were purchased for a total of 18 154 712 tenge.

In order to update the library collection in the 2023-2024 academic year, 52 451 units of books were written off due to loss of relevance, obsolescence, and multi-copy editions.

In 2022, the library located in the Students' Palace was re-equipped in the Open Space format (total cost – 53 636 800 tenge) <https://korkyt.edu.kz/article/256>). The modern library has a conference hall for 30 people and a small hall for 10 people; 12 places with the latest generation computers; 4 laptops and 60 places for individual workstations of readers.

The library has subscriptions to the domestic electronic databases "ALEMBOOK" <https://alemlibrary.kz/> (Agreement No. 302 dated 01.10.2021 for 5 years); the Republican Interuniversity Electronic Library (RIEL) [www.rmebrk.kz](http://www.rmebrk.kz) (Agreement No. 26 dated 26.01.2024); Information system "Paragraph" (Agreement No. 18 dated 19.01.2024); for library and information services of the branch of the Republican Scientific and Technical Library in Taraz (Agreement No. 2 dated 05.02.2024).

Since 2022, the library collection has been digitized using the Optima A2 high-speed scanner.

In the 2023-2024 academic year, electronic versions of 586 books were created, the library's total electronic database contains 11 007 copies of digitized books <https://library.korkyt.kz/MegaPro/Web>.

### **Financial resources, thousand tenge**

		2023	2024	2025	2026	2027	2028	2029
	<b>Budget funds</b>							
1	Training of specialists with higher and postgraduate education	3 468 317	4 481 066	5 191 537	5 545 900	5 823 195	6 114 354	6 358 928
2	Students' academic mobility	7 210	14 000,00	15 000,00	17 000,00	20 000,00	23 000,00	25 000,00
3	Grant funding for scientific research	293 843	501 306	467 010	550 000	600 000	650 000	700 000
4	Involvement of foreign specialists in teaching activities	7360	18 400,00	19 600,00	18 000,00	22 000,00	25 000,00	27 000,00
5	Funding by the local budget	75 829	12 340,00	14 200,00	15 000,00	18 000,00	21 000,00	24 000,00
6	Funding by the republican budget for the creation of the Center for Academic Excellence			1 500 000	1 250 000	1 250 000		
7	Program-targeted financing	250 000	250 000	250 000			250 000	250 000
	<b>Total budget funds</b>	<b>4 102 559</b>	<b>5 277 112</b>	<b>7 457 347</b>	<b>7 395 900,</b>	<b>7 733 195</b>	<b>7 083 354</b>	<b>7 384 928</b>
	<b>Extrabudgetary funds</b>							
7	Scientific research	33 989	8 340	30 000	40 000	45 000,00	50 000	55 000
8	Provision of paid educational services	2 530 491	2 748 740	2 832 577	2 949 425	3 168 046	3 438 093	3 688 616
9	Provision of other paid educational services	81 861	160 811	456 866	493 415	532 888	579 782	626 165
	<b>Total extrabudgetary funds</b>	<b>2 393 640</b>	<b>2 917 891</b>	<b>3 319 443</b>	<b>3 482 840</b>	<b>3 745 934</b>	<b>4 067 875</b>	<b>4 369 781</b>
	<b>TOTAL</b>	<b>6 748 900</b>	<b>8 195 003</b>	<b>10 776790</b>	<b>10 878 740</b>	<b>11 479 129</b>	<b>11 151 229</b>	<b>11 754 709</b>

## 7. ABBREVIATIONS' EXPANSIONS AND GLOSSARY

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**GRP** – gross regional product

**LEB** – local executive bodies

**EP** – educational program

**TS** - teaching staff

**SeoulTech** – Seoul National University of Science and Technology

**JEP** – joint educational program

**International educational program** – a special training program that provides the opportunity for students and teachers to receive education or spend an academic semester outside their country. This program is being developed and implemented within the framework of cooperation between educational organizations from different countries.

**Organized social activities** - public life of the university, charity events in orphanages, boarding schools for children with special educational needs, for World War II and labor veterans, marathons, concert programs, student government, clubs and public organizations, competitions, festivals, flash mobs, volunteering, debates.

**Cooperation or collaboration**- a process of joint activity in any area of two or more people or organizations to achieve common goals, in which knowledge is exchanged, learning and agreement is reached (consensus).

**Endowment fund**- a targeted fund intended for use for non-profit purposes, as a rule, to finance educational, medical, and cultural organizations.