MINISTRY OF EDUCATION AND SCIENCE OF THE REPUBLIC OF KAZAKHSTAN
Abai Kazakh National Pedagogical University

STRATEGIC PLAN FOR THE DEVELOPMENT

ofAbai Kazakh National Pedagogical University
for 2018-2025

Almaty, 2018

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GLOSSARY

The Glossary contains a list of definitions applied in this Strategic Plan, and abbreviations for these definitions.

1. ***Strategic Plan*** is a plan for strategic organizational development.
2. ***Industry*** is an aggregate of competitors operating in this market.
3. ***Model of Sustainable Organizational Development*** is the foundation of a business transformation methodology enabling to "reload" an organization, to make it effective and capable to achieve its strategic goals.
4. ***Value to Customer (VTC)*** is what an organization does, who its target customers are and what value they obtain from it.
5. ***Key Competence*** is the ability to do something that nobody else does (or the ability to do something better than others) that provides a competitive advantage.
6. ***Market and Economic Sector Forecast*** is brainstorming which is aimed at representing the future of the market and industry. It affects the extent to which an organization will be prepared to meet the challenges of tomorrow and, more generally, its existence in future.
7. ***Strategic Intention*** is a general statement of what an organization is to become at the end of the planning period and what position in the industry it would like to hold. This is a dream energizing the entire organization.
8. ***Adaptive Leadership*** is a new type of leadership built upon three skills:
   - to raise substantive issues;
   - to fully engage colleagues in the process;
   - to use ideas from different sources.

   In contrast to the traditional understanding of leadership, when a charismatic leader sets a goal and leads the team, adaptive leadership relies upon the intellectual and emotional energy *of all* staff.
9. ***Horizontal Cyclical Organizational Structure*** is a new approach to the company organization, which clearly demonstrates how it is organized (as opposed to the traditional scheme of the organizational structure, which shows who should report to whom), more specifically:
   - A customer value chain which involves divisions of the organization;
   - The final outcome of the activity of each structural division;
   - Key competencies of each structural division (SD);
   - Substantive activities of SD;
   - The right emphasis in the relations between SD and the central administration.
10. ***Resource Instruments and Business Ecosystem.*** *Resource Instrument* is the way to achieve a better result at lower costs ("with few casualties"), i.e. with minimum consumption of financial, timing or other resources. *Business Ecosystem* is a complex of business relationships with external partners providing mutual benefits to the cooperating parties and their customers.
11. ***Corporate Culture*** is a complex of values shared by the majority of team members.
12. ***Innovation*** is new developments leading to progress and improving the research and academic process.

CONCEPT NOTE

This Strategic Plan was developed for Abai Kazakh National Pedagogical University. for the period of 2018-2025 (hereinafter referred to as the University). It was based on its leaders' conceptualization of the market and industry and possible ways of their development in future.

Methodology

The process of strategic planning was based on the original Business Transformation Model (by O.N. Baiserkeyev) according to which the following steps were taken:

1. The *Value to Customer* was clearly stated.
2. The *Key Competence* was defined.
3. The *Forecast of Industry Development* was made which resulted in visualization of the future of industry based on the brainstorming technique.
4. The *Strategic Intention* was identified.
5. The principles and mechanisms for the implementation of *Adaptive Leadership* in the organization were developed.
6. The *Horizontal Cyclical Organizational Structure* was developed.
7. The *Resource Instruments and Business Ecosystem* were defined.
8. The core values of the organization constituting its *Corporate Culture* were defined.
9. *The objectives and targets were set* (based on the results of analytical work) in the form of the Seven-Year Strategic Plan. The objectives are set for each driver constituting the Business Transformation Model, with the indication of the title of responsible person and deadlines. Targets are delegated to persons responsible for achieving the objectives.

Diagnostics of the University

Organizational diagnostics was carried out in the form of two researches:

1. Research of the "Teething Troubles";
2. Research of the "Strategic Capacity".

The diagnostic results demonstrated the following most essential strengths and weaknesses of the University:

Strengths

The University's strengths include first of all its history (this is the oldest Kazakhstani University which is the alma mater of teaching staff), as well as the core indicators achieved by the University so far (they are given below).

AbaiKazNPU today is a major center of education, science and culture. The University has established extensive international relations, it is a collective member of 11 influential international organizations and associations. In 2017, the University ranked 491st in the QS World University Rankings. The University ranked 91st among the top 200 universities of 30 countries in Europe and Central Asia in the EECA (Emerging Europe & Central Asia) Ranking. According to the database of the Web of Science, the University ranks first among pedagogical universities of the Republic by the number of publications with impact factor. In the national rankings of universities and educational programsAbaiKazNPU constantly holds a leading position among pedagogical universities of the country.

The university provides study in 135 specialties , including 52 specialties of Bachelor's degree program, 53 specialties of Master's degree program and 30 specialties of doctoral program. Education is provided in English in 13 specialties of bachelor's and master's degree programs. In 2014, the University underwent an institutional accreditation process for a period of 5 years. Specialized accreditation of 43 bachelor's and master's educational programs has been held at foreign and national accreditation agencies.

The corporate governance system has been implemented. The Supervisory Board has been established. The Republican Educational and Methodological Council of the MES RK operates on the basis of the University under the "Education" category of specialties.

The number of student amounted to 6,904 in the 2017/2018 academic year. 2,127 students provided with educational grants are enrolled for intramural and extramural forms of study of which 2,032 students are trained in teaching specialties. The enrollment rate for post-graduate education programs is 18.8%, the number of foreign students is 3.3% of the total. 56 PhD students and 17 Master's degree students were enrolled by the University in the 2017/2018 academic year under the grant training program for regional pedagogical universities.

5 double-degree educational programs are being implemented. The academic mobility of students and teachers is being developed. In 2017, 305 Master's degree students and 33 PhD students completed scientific internship at foreign universities.

The University pays considerable attention to the updating of content of teacher education. 23 new educational programs for teacher training have been implemented. 4 educational programs in English have been developed and implemented into the educational process of pedagogical universities of the Republic of Kazakhstan.

The total number of faculty members as of 30 December 2017 is 759, including 485 faculty members with academic degrees accounting for 64% of the total number of faculty members. That includes 15 academicians and corresponding members of the National Academy of Sciences. Foreign lecturers and scholars are invited to give lectures and to participate in research projects.

Fundamental scientific research and applied research in the priority areas of science are conducted at the University. Thus in 2017, 13 projects were funded from the republican budget, as well as from other sources. A scientific-innovative park, composed of 8 research centers, has been established. Attention is given to the commercialization of research results, and a relevant department has been established. According to the research results, the university teachers have published 3,194 research products including 112 articles in foreign journals with impact factor (7 articles according to the Thomson Reuters grading scale, and 72 articles according to the Scopus grading scale). 35 teachers and scientists have an h-index (Hirsch index.) 18 scientific journals are being published including 8 issues of the Khabarshy/Vestnik Journal which were added to the list of scientific publications recommended by the Committee for the Control of Education and Science of the Ministry of Education and Science of the Republic of Kazakhstan(CCES MES RK). For the most part, all issues of journals are included in the Kazakhstani citation base. From 25% to 50% of foreign scholars are members of the editorial boards of journals. The teachers provide 34 patents and 217 author's certificates for innovations. 3 applications were filled for the Eurasian patent. There are 8 academic boards for awarding doctor's degrees in AbaiKazNPU. The Council of Young Researchers is operating successfully, the student research is in progress: 182 students were amongst the winners of the International and Republican Olympiads and Competitions in 2017.

With a view to implementing the program of the modernization of public consciousness, the Project Office "RuhaniZhangyru" was established.

The international cooperation in education and research is successfully developing at the University. More then 180 international treaties/agreements have been concluded with universities from 36 countries all over the world, which includes 20 agreements with universities ranking among TOP-500 of the Academic Ranking of World Universities. There are 4Abai International Educational Centers (China, Vietnam, Turkey) abroad, which contribute to the integration of the university into the international research and educational space, the development of close cooperation with foreign universities and research centers, the implementation of image-building policies and the promotion of AbaiKazNPU abroad. 7 International Research and Educational Projects coordinated by Erasmus **+**, DAAD, GEKAVOC are being carried out.

The University has developed a rather wide infrastructure, including 15 academic buildings, 5 student dormitories, Spartak sports facility with a stadium, a health post, and catering centers. The University has lecture rooms, specialized rooms, computer rooms, language rooms, 31 university laboratories, workshops. The library collection of the University accounts for more than 1 million items. The University information and communication corporate network with the Internet connection has been established. The university Internet portal at*http://www.kaznpu.kz* (IP 212.19.129.195) is launched.

According to the "Teething Troubles" and "Strategic Capability" researches, other positive aspects of the University which are visible in the general consideration could be noted:

- Commitment of the University leadership for changes and progress;
- Location of the University ;
- A certain image of the oldest University in the country still exists;

- Facilities and resources in the form of academic, administrative buildings, sports facilities and student dormitories;
- There are teachers and teaching methodology experts of a high professionalism;
- There are many foreign partner universities;
- The continuity of the content of bachelor's degree programs, master's degree programs and doctoral programs;
- Academic mobility of teachers, academic staff, graduate and doctoral students.
- Favorable conditions for cultural and intellectual development, maintaining a healthy lifestyle.

Weaknesses

In addition to the strengths, the main weaknesses were identified:

- Weak management (a shortage of qualified managers);
- Disintegration of the University (employees are not informed of the activities of other divisions)
- Loose performance discipline and control system (planned work is not executed);
- Strategic short-sightedness (employees do not understand the direction towards which the organization is headed, and the University as a whole does not have a clear strategic benchmark, a dream that energizes the entire organization);
- According to the opinion of the interviewed top managers, the University has problems with resources, including finance, material resources, technology and personnel;
- The educational programs are no different from the programs of competitors;
- The organizational structure does not contribute to a clear understanding of how value to customer is created;
- There is no key competence;
- Divisions do not have proper authority and freedom to carry out their work efficiently;
- The corporate culture is weak and unconstructive.

External environment and visualization of the industry's future

Environmental analysis of the organization - the content and dynamics of the major trends in the macro environment, the development of the market and competition - serves as the foundation for visualization of the industry's future. This forecast, for its part, revealed the following strategic opportunities, in terms of what the University should become to take advantage of these opportunities:

1. Digital University;
2. Innovative University (in terms of management);
3. Research intrinsically (in accordance with the VTC);
4. Business University (wide-ranging powers autonomy and self-sufficiency of divisions);
5. The University with a sense of social responsibility ;

6. Open University (publicly accessible);
7. Comfortable University (infrastructure);
8. The Leader in advanced professional training of teaching staff;
9. Foreign managers;
10. Links with the school (Junior Academy, etc.);
11. Educational programs at the level of the world's best practices;
12. National rankings of educational programs;
13. International accreditation of educational programs.

PRIMARY OBJECTIVES

(for 2018-2025)

1. **Contingent:** In 2025, the number of students should not be less than **10,000**.
2. **Internationalization**: In 2025, there should be at least **15** implemented joint double-degree programs with foreign universities in teaching specialties;
3. **The share of foreign students** should be at least 5% of the total number of students by 2025.
4. **Rating:** In 2025, the 450th rating position in the QS World University Rankings.

Consequently, the main figures for 2025 are as follows:

10,000 – 15 - 5% – 450

Section 1. VALUE TO CONSUMER

PREAMBLE:

Value to Consumer (VTC) is a combination of three factors/attributes:

1. The unique demands of the target consumer which are met by the organization;
2. The value that target consumers perceive as unique and desirable;
3. Why do consumers buy from the organization (its positioning).

The VTC of the University is defined as follows:

"On the basis of the advanced teaching techniques and programs we train **teachers of the 21st century.** Our graduates are professionals prepared **to anticipate** the rapidly changing demands of the modern students. Our corporate culture and infrastructure are favorable to the full realization of students' **potential capacity**".

OBJECTIVES:

Objective 1.1. To gain 100% understanding and succeed in adoption of the new VTC				
Person responsible: First Vice-Rector Deadline: 01.09.2018				
No.	Targets	Person responsible:	Deadline:	Status
1.1.1	To develop a Plan of Actions for the explanation of VTC among employees and students	Director of Administrative Department (AD)	15.06.2018	
1.1.2	To hold a presentation of the Plan of Actions	Director of Administrative Department (AD)	15.09.2018	
1.1.3	To make a presentation "A portrait of a teacher of the 21st century"	Vice-Rector for Teaching and Guiding (TG)	30.09.2018	
1.1.4	To monitor an understanding of VTC by faculty, employees and students	Director of the Development Strategy and Quality Assessment Department (DSQAD)	15.12.2018	
Report on Objective 1.1:				

Objective 1.2. To determine tomorrow's competencies and mainstream them annually				
Person responsible: Vice-Rector for Teaching and Guiding (TG) Deadline: In June of each year				
No.	Targets	Person responsible:	Deadline:	Status
1.2.1	To develop a Plan of Action identifying the competencies of tomorrow (COT): – based on the analysis of global trends in teacher education and the results the advanced educational programs (EPs) monitoring; to define the COT system; – to identify a mechanism for the development, testing, implementation and expert evaluation of the COT system	Vice-Rector for Teaching and Guiding (TG)	On 20.06 of each year From 2019	
1.2.2	To hold a presentation of the Plan of Actions for discussion and approval at the Research and Methodological Council of the University	Vice-Rector for Teaching and Guiding (TG)	On 20.06 of each year From 2019	
1.2.3	To hold a presentation of the COT model to faculty	Vice-Rector for Teaching and Guiding (TG)	On 20.06 of each year, starting 2019	
1.2.4	To conduct monitoring of the understanding and adoption of the COT on the basis of the developed criteria among faculty members	Vice-Rector for Teaching and Guiding (TG)	On 20.06 of each year, starting 2019	
Report on Objective 1.2:				

Objective 1.3. To have educational programs that correspond to the mainstream competencies				
Person responsible: Vice-Rector for Teaching and Guiding (TG) Deadline: In March of each year				
No.	Targets	Person responsible:	Deadline:	Status
1.3.1	To develop a Plan of Actions to ensure compliance with the EP model of the COT; – to identify the mechanism of approbation, implementation and expert assessment of the consistency of the EPs COT; – to mainstream the content of the EPs based on the graduate and employers satisfaction survey	Vice-Rector for Teaching and Guiding (TG)	10.09.2019	
1.3.2	To hold a presentation of the EPs developed on the basis of the COT model to faculty	Vice-Rector for Teaching and Guiding (TG)	10.09.2019	
1.3.3	To monitor the compliance of availability of learning and teaching resources with the COT model	Vice-Rector for Teaching and Guiding (TG)	01.10.2019	
Report on Objective 1.3:				

Objective 1.4. To ensure the formation of the personality of a teacher of the 21st century who has social activism, patriotic, moral and spiritual qualities				
Person responsible: Vice-Rector for Educational Work and Social Development Deadline: 2023				
No.	Targets	Person responsible:	Deadline:	Status
1.4.1	To develop an Integrated Plan of Actions to foster social activism, high patriotic, moral and spiritual qualities of the students	Director of the Department of Educational, Social Work and Youth Policy (DESWYP)	01.10.2018	
1.4.2	To establish a Co-working Center for young people	Director of the Department of Educational, Social Work and Youth Policy (DESWYP)	31.10.2018	

1.4.3	To establish an Intellectual Club “Teacher of the 21st century”	Director of the Department of Educational, Social Work and Youth Policy (DESWYP)	10.10.2019	
1.4.4	To establish Monitoring Groups from among students and faculty for the prevention and development of zero tolerance to corruption	Director of the Department of Educational, Social Work and Youth Policy (DESWYP)	on 30.10 of each year	
Report on Objective 1.4:				

Objective 1.5. To have a mainstream portrait of a teacher of the 21st century				
Person responsible: Vice-Rector for Teaching and Guiding (TG) Deadline: November/December of each year				
No.	Targets	Person responsible:	Deadline:	Status
1.5.1	To develop a Plan of Actions for mainstreaming the portrait of a teacher of the 21st century	Vice-Rector for Teaching and Guiding (TG)	15.11.2018	
1.5.2	To make a presentation of a mainstream portrait of a teacher of the 21st century	Vice-Rector for Teaching and Guiding (TG)	On 20.11 of each year	
1.5.3	To draft a report on the results of monitoring the measures implementation for mainstreaming the portrait of a teacher of the 21st century	Vice-Rector for Teaching and Guiding (TG)	On 15.12 of each year	
Report on objective 1.5:				

Objective 1.6. To develop a corporate culture consistent with VTC				
Person responsible: First Vice-Rector Deadline: 2019				
No.	Targets	Person responsible:	Deadline:	Status
1.6.1	To develop and present the Code of Corporate Culture	Vice-Rector for Educational Work and Social Development (EWSD)	12.02. 2019	
1.6.2	To develop a Plan of Actions for building the target-oriented corporate culture of the collective body of the University	Vice-Rector for Educational Work and Social Development (EWSD)	28.02.2019	
1.6.3	To raise awareness on the conceptual issues of the Code of Corporate Culture	Vice-Rector for Educational Work and Social Development (EWSD)	2019	
Report on Objective 1.6:				

Section 2. KEY COMPETENCE

PREAMBLE:

The key competence of the University is defined as follows:

"The ability **to identify** challenging competencies in the area of pedagogy, teaching methodologies, learning technologies and **to develop** appropriate educational programs"

OBJECTIVES:

Objective 2.1. To build the Key Competence of AbaiKazNPU				
Person responsible: Vice-Rector for Research and International Cooperation Deadline: 1 September 2019				
No.	Targets	Person responsible:	Deadline:	Status
2.1.1	To establish a working group to identify advanced trends in the area of training of teaching staff for the education system as a whole	Vice-Rector for Research and International Cooperation (RIC)	05.05.2018	
2.1.2	To hold a presentation and to discuss ways of building the Key Competence of the University	Vice-Rector for Research and International Cooperation (RIC)	20.06.2018	
2.1.3	To develop educational programs containing challenging competencies for training of teachers with the participation of employers	Vice-Rector for Teaching and Guiding (TG)	25.03.2019	
2.1.4	To approve at a meeting of the Educational and Methodological Association of the Republican Education Board (EMA REB) the educational programs compliant with the advanced competencies in the area of pedagogy	Academic secretary of the Educational and Methodological Association of the Republican Education Board (EMA REB)	30.06.2019	
2.1.5	To implement educational programs in the educational process corresponding to the advanced competencies in the area of pedagogy	Vice-Rector for Teaching and Guiding (TG)	2019/2020 academic year	
Report on Objective 2.1.:				

Objective 2.2. To be able to identify advanced competencies of a graduate of AbaiKazNPU.				
Person responsible: Vice-Rector for Research and International Cooperation Deadline: November/December of 2018				
No.	Targets	Person responsible:	Deadline:	Status
2.2.1	To announce a contest for young scholars with an emphasis on research in the area of future pedagogy	Director of the Department of Science (DS)	15.05.2018	
2.2.2	To announce a university contest for scholars for foresight research in the area of training of teachers for Industry 4.0	Director of the Department of Science (DS)	10.10.2018	
2.2.3	To identify 5 internationally recognized Pedagogical Research Centers	Director of the Department of Science (DS)	Until 20.12.2018	
2.2.4	To establish cooperation with 5 internationally recognized Pedagogical Research Centers	Vice-Rector for Research and International Cooperation (RIC)	2019 – 1 2020 – 1 2021 – 1 2022 – 1 2024 – 1	
2.2.5	To sign five Contracts with partner universities on the network form of implementation of educational programs in teaching specialties	Vice-Rector for Research and International Cooperation (RIC)	2018 – 1 2019 – 1 2023 – 1 2025 – 2	
2.2.6	To conduct webinars, video conferences on education problems	Director of the Department of Science (DS)	4 times per academic year	
2.2.7	To sign employment contracts and internship contracts	Vice-Rector for Academic Affairs (AA)	31 December of each year	
Report on objective 2.2.:				

Objective 2.3. To take the lead in the area of Pedagogical Research in the CIS				
Person responsible: Vice-Rector for Research and International Cooperation Deadline: 2025				
No.	Targets	Person responsible:	Deadline:	Status
2.3.1	To define the concept of a "leader" and identify the determination criteria for a "leader in the area of Pedagogical Research"	Director of the Department of Science (DS)	10.11.2018	
2.3.2	To carry out an analysis and to elaborate a report on the status of educational research schools, publication activities of faculty, the effectiveness of research activities	Director of the Department of Science (DS)	25.01.2019	
2.3.3	To define objects/areas of advanced pedagogical research for the period of 2019-2025.	Director of the Department of Science (DS)	From September 2018 on an annual basis	
2.3.4	To carry out an analysis and elaborate a report on the actual status of the objects of pedagogical research	Director of the Department of Science (DS)	15.07.2019	
2.3.5	To elaborate a mechanism for the implementation of research results into the education process	Vice-Rector for Academic Affairs (AA)	On a regular basis, as results are achieved	
2.3.6	To develop a mechanism for early involvement of students in research activities and scientific work	Director of the Department of Science (DS)	25.09.2018	
2.3.7	To approve the Road Map for the commercialization of scientific and educational research products with a focus on prospective markets	Director of the Department of Science (DS)	15.09.2019	
2.3.8	To develop a program of transformation of AbaiKazNPU into a Research University by the year 2022	Director of the Department of Science (DS)	10.05.2019	
Report on Objective 2.3.:				

Section 3. MARKET AND INDUSTRY FORECAST

PREAMBLE:

The necessity of brainstorming to forecast the possible development of the industry is based on the following reasons:

1. *It is essential to know the customers.* But business often does not know the customer's true preferences and demands, and for this reason it cannot develop an appropriate "spot-on" proposal that will be sold without effort.
2. *It is essential to know the competitors.* However, such knowledge is held in different heads (of employees) and often it is not compiled in a common database.
3. *It is essential to know the trends.* There are six types of trends (directions for the development of some phenomenon) that can have an impact on the economic, political, technological, legal, socio-cultural and environmental status. Consequently, to know these trends means to be prepared for tomorrow, and on the contrary, their ignorance generates significant risks for the organization's existence.
4. *It is essential to envisage the future*.

As can be seen from the above, the objectives of the Market and Industry Analysis are:

1. To learn more about your customers and competitors.
2. To identify and characterize the main trends as factors in the development of our industry.
3. To forecast the future for a more precise strategic orientation of the organization.

OBJECTIVES:

As follows from the analysis, the following objectives were defined:

Objective 3.1. Preparation of the annual report on trends in the area of teacher education in the world market.				
Person responsible: Vice-Rector for Research and International Cooperation Deadline: November/December on an annual basis				
No.	Targets	Person responsible:	Deadline:	Status
3.1.1	To establish a Report Development Group	Vice-Rector for Research and International Cooperation (RIC)	28.06.2018	
3.1.2	Identify a range of topics attracting the most interest of the public and specialists in the area of teacher education	Director of the Department of Science (DS)	02.07.2018	
3.1.3	To conduct contextual and comparative analysis of educational trends.	Director of the Department of Science (DS)	20.08.2018	
3.1.4	To prepare material on a pedagogical foresight research	Director of the Department of Science (DS)	20.08.2018	
3.1.5	To identify the structure and content of the annual report on trends in the area of teacher education	Director of the Department of Science (DS)	15.07.2018	
3.1.6	To prepare a report	Director of the Department of Science (DS)	10.08.2018	
Report on Objective 3.1:				

Objective 3.2. Annual forecast of changes in customer preferences				
Person responsible: Vise-Rector for Academic Affairs Deadline: In September on an annual basis				
No.	Targets	Person responsible:	Deadline:	Status
3.2.1	To identify educational preferences of: – applicants; – students; – master's degree students; – doctoral students; – teachers; – employers	Director of the Center for Professional Orientation and Acceptance for Studies (CPE AS)	On 24.09 of each year	
3.2.2	To carry out an analysis of the identified educational preferences	Director of the Center for Professional Orientation and Acceptance for Studies (CPE AS)	On 25.09 of each year	
3.2.3	To prepare a presentation of the results of the forecast of changing customer preferences	Director of the Center for Professional Orientation and Acceptance for Studies (CPE AS)	On 30.09 of each year	
Report on Objective 3.2:				

Objective 3.3. Annual forecast of changes in competitive orientations (curriculum, methodologies, strategies of competitive universities)				
Person responsible: Vise-Rector for Academic Affairs Deadline: In November/December each year				
No.	Targets	Person responsible:	Deadline:	Status
3.3.1	To carry out an analysis of the strategies of competitive universities including: foreign competitive universities, their goals, strategic intentions; and to identify: – indicators (measures); – competitive universities; – mechanism for providing data for the analysis	Director of the Development Strategy and Quality Assessment Department (DSQAD)	On 20.11 of each year	
3.3.2	To prepare a report based on the analysis of EPs, Curriculum, teaching methodologies of the competitive universities	Vice-Rector for Teaching and Guiding (TG)	On 20.11 of each year	
3.3.3	To prepare and conduct the presentation on the forecast of changes in competitive orientations in the industry	Director of the Department of Academic Affairs (DAF)	On 20.11 each year	
Report of Objective 3.3.:				

Section 4. STRATEGIC INTENTION

PREAMBLE:

The strategic intention of the University is defined as follows:

"In 2025, AbaiKazNPU is the **leader** of teacher education in the CIS, alma mater of teachers of the 21st century. "Through the transformation of the **advanced research results** in the area of pedagogy, teaching methodologies and learning technologies into the best educational programs the University increase prestige of teaching profession and becomes a powerful **driver for the national development".**

OBJECTIVES:

Objective 4.1. To build a precise understanding of the "Leader of Teacher Education" with its fundamental quantitative and qualitative characteristics				
Person responsible: First Vice-Rector Deadline: 2019				
No.	Targets	Person responsible:	Deadline:	Status
4.1.1	To carry out an analysis of the advanced research in the area of contemporary teacher education	Vice-Rector for Research and International Cooperation (RIC)	01.01.2019	
4.1.2	To identify the quantitative and qualitative characteristics of the university as the leader of teacher education	First Vice-Rector	01.05.2019	
4.1.3	To determine key mechanisms for the development of the University's competitiveness in the training of teachers of the 21st century	Vice-Rector for Research and International Cooperation (RIC)	01.03.2019	
4.1.4	To hold presentations "KazNPU-2025 - the Leader of Teacher Education in the CIS"	Vice-Rector for Research and International Cooperation (RIC)	15.03.2019	
Report on Objective 4.1:				

Objective 4.2. To ensure that all employees and faculty are aware of the Strategic Intention.				
Person responsible: First Vice-Rector Deadline: November/December of 2018				
No.	Targets	Person responsible:	Deadline:	Status
4.2.1	To develop a Plan of Actions to discuss and raise awareness of the Strategic Intention of the University.	Director of the Development Strategy and Quality Assessment Department (DSQAD)	1.11.2018	
4.2.2	To issue and post on the web site a series of publications, audio and video materials about the Strategic Intention of the University.	Vice-Rector for Teaching and Guiding (TG)	1.12.2018	
4.2.3	To monitor the understanding and knowledge of the Strategic Intention of the University by the staff members	Director of the Development Strategy and Quality Assessment Department (DSQAD)	15.02. 2019	
Report on Objective 4.2:				

Objective 4.3. To put in place a strategic monitoring mechanism				
Person responsible: First Vice-Rector Deadline: the end of 2018				
No.	Targets	Person responsible:	Deadline:	Status
4.3.1	To develop a comprehensive strategic monitoring mechanism	Director of the Development Strategy and Quality Assessment Department (DSQAD)	01.10.2018	
4.3.2	To put in place an information system for monitoring the implementation of the Strategic Plan	Director of the Development Strategy and Quality Assessment Department (DSQAD)	15.12.2018	

4.3.3	To draft a report on the outcome of the strategic monitoring (twice a year)	Director of the Development Strategy and Quality Assessment Department (DSQAD)	25.01.2019 25.07.2019	
Report on Objective 4.3:				

Objective 4.4. To develop a "Resource Strategy" which provides for the bridging of a gap in four types of resources				
Person responsible: First Vice-Rector Deadline: the end of 2018				
No.	Targets	Person responsible:	Deadline:	Status
4.4.1	To develop a financing strategy	Vice-Rector for Economic and Production Issues (EPI)	01.10.2018	
4.4.2	To hold a presentation of the Financing Strategy	Vice-Rector for Economic and Production Issues (EPI)	10.01.2019	
4.4.3	To work out the Strategy for the Development of Material and Technical Base	Vice-Rector for Economic and Production Issues (EPI)	25.12.2018	
4.4.4	To hold a presentation of the Strategy for the Development of Material and Technical Base	Vice-Rector for Economic and Production Issues (EPI)	10.01.2019	
4.4.5	To work out the Strategy for the Development of Teaching Methodologies and Learning Technologies	Vice-Rector for Research and International Cooperation (RIC)	20.12.2018	
4.4.6	To hold a presentation of the Technology Development Strategy	Vice-Rector for Research and International Cooperation (RIC)	20.12.2018	
4.4.7	To work out the Human Capital Development Strategy	First Vice-Rector	20.12.2018	
4.4.8	To hold a presentation of the Human Capital Development Strategy	First Vice-Rector	20.12.2018	
Report on Objective 4.4.:				

Section 5. ADAPTIVE LEADERSHIP

PREAMBLE:

- Adaptive leadership (AL) is the ability **to put question of substance** (to keep asking, to move forward and to seek further ways. That is to say, to be ahead all the times).
- AL is the ability **to involve everybody** in the process (business development process, business management process, process of problem recognition and process of addressing the problem, process of creating an environment for maximizing the capacity of employees and divisions).
- AL is the ability **to obtain ideas from different sources** (this presupposes that not only the first leader searches for new ideas, but everybody does.)

The ultimate meaning of AL implementation is to establish **business organization** (an organization in which managers and personnel work efficiently, as for themselves).

OBJECTIVES:

Objective 5.1. To implement new principles and mechanisms of Adaptive Leadership (AL) in the employment area				
Person responsible: First Vice-Rector Deadline: the end of 2018				
No.	Targets	Person responsible:	Deadline:	Status
5.1.1	To explore new principles and mechanisms of AL in the employment area	Director of Administrative Department (AD)	15.09.2018	
5.1.2	To implement the new Human Resources Information Systems (the online application for the competition, resume, etc.)	Director of Administrative Department (AD)	01.10.2018	
5.1.3	To develop the AL principles for employment of faculty, administrative and managerial staff (AMS) and educational support staff (ESS)	Director of Administrative Department (AD)	20.10.2018	
5.1.4	To hold a presentation of the application of the AL principles in the employment process	Director of Administrative Department (AD)	20.10.2018	
5.1.5	To prepare a unified package of documents for the newly recruited staff members in the electronic version (Job Description, Internal Rules and Regulations, Corporate Code, Development Strategy, etc.)	Director of Administrative Department (AD)	20.10.2018	
5.1.6	To develop innovative recruitment practices for faculty, administrative and managerial staff (AMS) and educational support staff (ESS)	Director of Administrative Department (AD)	01.11.2018	

Objective 5.1. To implement new principles and mechanisms of Adaptive Leadership (AL) in the employment area				
Person responsible: First Vice-Rector Deadline: the end of 2018				
No.	Targets	Person responsible:	Deadline:	Status
5.1.7	To prepare an analytical report on the results of the implementation of the new AL principles and mechanisms in the employment process	Director of Administrative Department (AD)	15.12.2018	
Report on Objective 5.1:				

Objective 5.2. To implement new principles and mechanisms of AL in the area of employee and faculty performance appraisal				
Person responsible: First Vice-Rector Deadline: the end of 2018				
No.	Targets	Person responsible:	Deadline:	Status
5.2.1	To consider the innovative methods of employee performance appraisal	Director of the Development Strategy and Quality Assessment Department (DSQAD)	01.10.2018	
5.2.2	To consider the innovative methods of faculty performance appraisal	Director of the Development Strategy and Quality Assessment Department (DSQAD)	01.10.2018	
5.2.3	To develop new assessment criteria for employee performance appraisal corresponding to the status of a world-class pedagogical higher education establishment.	Director of the Development Strategy and Quality Assessment Department (DSQAD)	25.10.2018	
5.2.4	To develop new assessment criteria for faculty performance appraisal	Director of the Development Strategy and Quality Assessment Department (DSQAD)	15.10.2018	

Objective 5.2. To implement new principles and mechanisms of AL in the area of employee and faculty performance appraisal				
Person responsible: First Vice-Rector Deadline: the end of 2018				
No.	Targets	Person responsible:	Deadline:	Status
5.2.5	To develop and present a Regulation on the new methodology for employee and faculty performance appraisal	Director of the Development Strategy and Quality Assessment Department (DSQAD)	15.11.2018	
5.2.6	To identify the Institute/Department and implement in a pilot mode the new criteria of faculty and employee performance appraisal	Director of the Development Strategy and Quality Assessment Department (DSQAD)	01.12.2018	
5.2.7	Put in place a questionnaire of students for faculty performance appraisal "Evaluation of the course content and the quality of its teaching"	Director of the Development Strategy and Quality Assessment Department (DSQAD)	15.12.2018	
5.2.8	To implement a new mechanism of faculty and employee performance appraisal for the academic year	Director of the Development Strategy and Quality Assessment Department (DSQAD)	01.09.2019	
5.2.9	To prepare an analytical report on the results of institutes and departments performance appraisal	Director of the Development Strategy and Quality Assessment Department (DSQAD)	On 25.06 from 2019 on an annual basis	
5.2.10	To put in place an incentive mechanism for encouraging faculty and employees for the advanced achievements in the workplace	Director of the Development Strategy and Quality Assessment Department (DSQAD)	1.09.2019	
Report on Objective 5.2:				

Objective 5.3. To implement new principles and mechanisms of AL with regard to remuneration				
Person responsible: Vice-Rector for Economic and Production Issues (EPI) Deadline: April 2019				
No.	Targets	Person responsible:	Deadline:	Status
5.3.1	To develop a Remuneration & Benefits Regulation for employees of the Sorbonne-Kazakhstan Institute (SKI)	Vice-Rector for Economic and Production Issues (EPI)	25.08.2018	
5.3.2	To implement the Remuneration & Benefits Regulation based on the AL principles in the Sorbonne-Kazakhstan Institute (SKI)	Vice-Rector for Economic and Production Issues (EPI)	01.09.2018	
5.3.3	To analyze the results of a pilot project on remuneration in the Sorbonne-Kazakhstan Institute (SKI)	Vice-Rector for Economic and Production Issues (EPI)	30.03.2019	
5.3.4	In case of positive results of the pilot project, to develop a university-wide Remuneration & Benefits Regulation for employees based on the AL principles.	Vice-Rector for Economic and Production Issues (EPI)	30.04.2019	
5.3.5	To implement the university-wide Remuneration & Benefits Regulation for employees based on the AL principles.	Vice-Rector for Economic and Production Issues (EPI)	01.09.2019	
Report on objective 5.3:				

Objective 5.4. To implement new principles and mechanisms of the AL in the area of dispute resolution				
Person responsible: Vice-Rector for Educational Work and Social Development Deadline: December 2018				
No.	Targets	Person responsible:	Deadline:	Status
5.4.1	To establish a Mediation Center on the prevention and resolution of disputes and conflicts	Director of the Department of Educational, Social Work and Youth Policy (DESWYP)	06.12.2018	
5.4.2	To develop a Plan of Actions for the Mediation Center on the prevention and resolution of disputes and conflicts	Vice-Rector for Educational Work and Social Development (EWSD)	20.12.2018	
Report on Objective 5.4:				

Section 6. HORIZONTAL CYCLICAL ORGANIZATIONAL STRUCTURE

PREAMBLE:

The *Horizontal Cyclical Organizational Structure* is a new approach to the organizational structure, which clearly demonstrates how an enterprise (in this case, the educational institution) is organized (as opposed to the traditional scheme of organizational structure, which shows who should report to whom only), more specifically:

- A customer value chain which involves divisions of the organization;
- The final outcome of the activity of each structural division and each category of employees;
- Key competencies (of each structural division (SD) and each category of employees);
- Their Substantive activities (SA);

The right emphasis in the relations between SD and the central administration.

The ultimate meaning of implementation of the horizontal cyclical organizational structure is to avoid bureaucracy, actually to share the administration with divisions in order to make the organization as efficient as possible.

OBJECTIVES:

Objective 6.1. To develop the Horizontal Cyclical Organizational Structure for the Sorbonne-Kazakhstan Institute (SKI)				
Person responsible: First Vice-Rector Deadline: November 2018				
No.	Targets	Person responsible:	Deadline:	Status
6.1.1	To identify the principles of Adaptive Leadership.	Director of Administrative Department (AD)	15.11.2018	
6.1.2	To develop the Scheme of the Horizontal Cyclical Organizational Structure (HCOS) of SKI.	Director of Administrative Department (AD)	20.11.2018	
6.1.3	To develop the Regulations on ICS Structural Divisions	Director of Administrative Department (AD)	25.11.2018	
6.1.4	To hold the training course “Adaptive Leadership” for the SKI team members	First Vice-Rector	25.11.2018	
6.1.5	To hold a training course on the HCOS for the SKI team members	First Vice-Rector	26.11.2018	
6.1.6	To put in force the SKI HCOS	First Vice-Rector	01.12.2018	
6.1.7	To monitor performance of the SKI HCOS	First Vice-Rector	15.03.2019	

Objective 6.1. To develop the Horizontal Cyclical Organizational Structure for the Sorbonne-Kazakhstan Institute (SKI)				
Person responsible: First Vice-Rector Deadline: November 2018				
No.	Targets	Person responsible:	Deadline:	Status
6.1.8	To draft a Report and conduct a presentation of the intermediate results of the pilot project on the SKI HCOS implementation	First Vice-Rector	15.04.2019	
Report on Objective 6.1:				

Objective 6.2. To manage the implementation of the new Horizontal Cyclical Organizational Structure based on the results of a pilot project at the Sorbonna-Kazakhstan Institute				
Person responsible: First Vice-Rector Deadline: April 2019				
No.	Targets	Person responsible:	Deadline:	Status
6.2.1	To identify the structural divisions for the HCOS implementation	First Vice-Rector	20.04.019	
6.2.2	To develop a Plan of Actions for the HCOS implementation	First Vice-Rector	25.04.2019	
6.2.3	To hold a presentation	First Vice-Rector	25.04.2019	
Report on Objective 6.1.:				

Objective 6.3. To involve faculty in the systematic and ongoing development of innovative management models				
Person responsible: First Vice-Rector Deadline: December 2018				
No.	Targets	Person responsible:	Deadline:	Status
6.3.1	To consider and determine innovative management models in other higher education institutions	Director of Administrative Department (AD)	20.11.2018	
6.3.2	To provide recommendations on the implementation of innovative university management models	Director of Administrative Department (AD)	30.11.2018	
Report on Objective 6.3:				

Section 7 Resource Instruments and Business Ecosystem

PREAMBLE:

Resource Instrument is the way to achieve a better result at lower costs ("with few casualties"), i.e. with minimum consumption of financial, timing or other resources. *Business Ecosystem* is a complex of business relationships with external partners providing mutual benefits to the cooperating parties and their customers.

The ultimate meaning of the identification of Resource Instruments and establishing a Business Ecosystem is to make the organization more sustainable and efficient.

OBJECTIVES:

Objective 7.1. To ensure the complete professionalism of administrative personnel of the University				
Person responsible: First Vice-Rector Deadline: 2020				
7.1.1	To develop a Human Resources Policy for the achievement of the strategic objectives of the University	Director of Administrative Department (AD)	15.12.2018	
7.1.2	To develop a full range of measures for the enhancement of efficiency of the management process	First Vice-Rector	From 15.06.2019, on an annual basis	
7.1.3	To undertake a comparative assessment of the structural divisions' performance	Director of the Development Strategy and Quality Assessment Department (DSQAD)	From 15.07.2019, on an annual basis	
7.1.4	To draft an analytical report on an integrated assessment of the University's performance	Director of the Development Strategy and Quality Assessment Department (DSQAD)	From 25.08.2019, on an annual basis	
Report on Objective 7.1:				

Objective 7.2. To ensure the best composition of faculty members among the pedagogical universities of the CIS				
Person responsible: Vise-Rector for Academic Affairs Deadline: 2021				
No.	Targets	Person responsible:	Deadline:	Status
7.2.1	To bring up to date the job descriptions for faculty	Director of Administrative Department (AD)	March 2019	
7.2.2	To implement a differential system of remuneration for faculty with due regard for the ranking score of faculty performance	First Vice-Rector	01.09.2019	
7.2.3	To develop a long-term and annual plan for advanced professional training of faculty	Director of the Center for Training and Distance Learning	On 15.06 of each year	
7.2.4	To elaborate a report "Benchmarking analysis of the quality of educational research activities of faculty of the CIS pedagogical universities"	Director of the Department of Academic Affairs (DAF)	On 20.11 each year	
7.2.5	To develop a Plan of Actions to ensure the best composition of faculty members following the results of the annual benchmarking analysis	Director of the Department of Academic Affairs (DAF)	On 25.12 of each year	
Report on Objective 7.2:				

Objective 7.3. Develop and implement an effective technology for monitoring the market and education				
Person responsible: Vise-Rector for Academic Affairs Deadline: December 2018				
No.	Targets	Person responsible:	Deadline:	Status
7.3.1	To put in place the technology of monitoring of the market and education sector.	Director of the Department of Academic Affairs (DAF)	01.12.2018	
7.3.2	To draft an Analytical Report in the labor market with regard to teaching personnel and education sector	Director of the Department of Academic Affairs (DAF)	20.12.2018	
7.3.3	To develop recommendations on the results of monitoring of the market and education sector	Director of the Department of Academic Affairs (DAF)	20.12.2018	
Report on Objective 7.3:				

Objective 7.4. To put in place an effective technology for student enrollment				
Person responsible: Vise-Rector for Academic Affairs Deadline: September 2018				
No.	Targets	Person responsible:	Deadline:	Status
7.4.1	To develop a technology for student enrollment	Director of the Center for Professional Orientation and Acceptance for Studies (CPE AS)	30.09.2018	
7.4.2	To develop a technology for master's degree student enrollment	Director of the Center for Professional Orientation and Acceptance for Studies (CPE AS)	30.09.2018	
7.4.3	To develop a technology for doctoral student enrollment	Director of the Center for Professional Orientation and Acceptance for Studies (CPE AS)	30.09.2018	
Report on Objective 7.4:				

Objective 7.5. To ensure a stable number of students completing the master's degree program				
Person responsible: Vise-Rector for Academic Affairs Deadline: 2018				
7.5.1	To develop a program for attracting underground students to the master's degree program	Director of the Center for Professional Orientation and Acceptance for Studies (CPE AS)	5.10.2018	
7.5.2	To develop a program for attracting school teachers and college teachers to the master's degree program	Director of the Center for Professional Orientation and Acceptance for Studies (CPE AS)	5.10.2018	

Objective 7.5. To ensure a stable number of students completing the master's degree program				
Person responsible: Vise-Rector for Academic Affairs Deadline: 2018				
7.5.3	To develop a program for attracting employees of scientific organizations to the master's degree program	Director of the Center for Professional Orientation and Acceptance for Studies (CPE AS)	5.10.2018	
Report on Objective 7.5:				

Objective 7.6. To ensure a stable number of students completing the doctoral program				
Person responsible: Vise-Rector for Academic Affairs Deadline: 2018				
7.6.1	To develop a program for attracting graduate students to the doctoral program	Director of the Center for Professional Orientation and Acceptance for Studies (CPE AS)	5.10.2018	
7.6.2	To develop a program for attracting university faculty members to the doctoral program	Director of the Center for Professional Orientation and Acceptance for Studies (CPE AS)	5.10.2018	
7.6.3	To develop a program for attracting employees of scientific organizations to the doctoral program	Director of the Center for Professional Orientation and Acceptance for Studies (CPE AS)	5.10.2018	
Report on Objective 7.6:				

Objective 7.7. Transformation into Digital University				
Person responsible: First Vice-Rector Deadline: 2022				
No.	Targets	Person responsible:	Deadline:	Status
7.7.1	To develop the Concept of Digital University	First Vice-Rector	22.11.2018	
7.7.2	To develop a Plan of Actions for the Transformation into Digital University	Director of the Department of Computerization of Education	30.11.2018	
7.7.3	To make a video presentation “KazNPU 2025 - Digital University”	First Vice-Rector	15.12.2018	
7.7.4	To develop a Plan of action for the implementation of distance learning technologies at all levels of the educational process - bachelor’s degree program, master’s degree program and doctoral program	Director of the Center for Training and Distance Learning	01.12.2018	
7.7.5	To develop and implement on-line advanced training courses for faculty on the updated content of secondary education	Director of the Center for Training and Distance Learning	25.12.2018	
Report on Objective 7.7:				

Objective 7.8: To provide sustainable financial capability of the University				
Person responsible: Vice-Rector for Economic and Production Issues (EPI) Deadline: 2018-2020				
No.	Targets	Person responsible:	Deadline:	Status
7.8.1	To complete the implementation of the budgeting mechanism including the approval of the Capital Investment Plan by the Budget Committee.	Vice-Rector for Economic and Production Issues (EPI)	15.10.2018	
7.8.2	To implement a rating assessment of the financial activities of the Institutes, the Faculty of Pre-University Training, the Military Arts Division	Vice-Rector for Economic and Production Issues (EPI)	20.12.2018	

Objective 7.8: To provide sustainable financial capability of the University				
Person responsible: Vice-Rector for Economic and Production Issues (EPI) Deadline: 2018-2020				
No.	Targets	Person responsible:	Deadline:	Status
7.8.3	To identify and submit proposals on introducing new sources of income	Vice-Rector for Economic and Production Issues (EPI)	On 25.03 of each year	
7.8.4	To complete automation of accounting work	Vice-Rector for Economic and Production Issues (EPI)	25.06.2019	
Report on Objective 7.8:				

Objective 7.9. To have a high performance technology of the transformation of an applicant into a teacher (Black Box technology)				
Person responsible: Vice-Rector for Teaching and Guiding (TG) Deadline: May 2019				
7.9.1	To put in place technologies of individualization of learning	Vice-Rector for Teaching and Guiding (TG)	15.03.2019	
7.9.2	To put in place a technology of course content and teaching assessment	Director of the Development Strategy and Quality Assessment Department (DSQAD)	15.12.2018 To conduct questionnaire survey at the end of the semester	
7.9.3	To put in place a technology of student progress assessment	Vice-Rector for Teaching and Guiding (TG)	22.05.2019	
Report on Objective 7.5:				

Objective 7.10. To establish comfortable infrastructure on a modern campus				
Person responsible: Vice-Rector for Economic and Production Issues (EPI) Deadline: 2025				
No.	Targets	Person responsible:	Deadline:	Status
7.10.1	To develop a Plan of Actions on establishing the University campus	Vice-Rector for Economic and Production Issues (EPI)	30.12.2018	
7.10.2	To develop a Plan of Actions for the development of comfortable infrastructure of the University for 2018-2025.	Vice-Rector for Economic and Production Issues (EPI)	25.10.2018	
7.10.3	Hold a presentation on the University campus	Vice-Rector for Economic and Production Issues (EPI)	05.12.2018	
7.10.4	Completion of the construction of the Events Hall	Vice-Rector for Economic and Production Issues (EPI)	30.12.2020	
7.10.5	Construction of a new student dormitory	Vice-Rector for Economic and Production Issues (EPI)	30.12.2022	
Report on objective 7.10:				

Objective 7.11. To develop a pool of outstanding speakers and moderators for university conferences, round tables and other research and methodological activities				
Person responsible: Vice-Rector for Research and International Cooperation Deadline: the end of 2018				
No.	Targets	Person responsible:	Deadline:	Status
7.11.1	To define the target audience of the pool of speakers and moderators of the research and methodological activities	Vice-Rector for Research and International Cooperation (RIC)	29.06.2018	
7.11.2	To determine the ways to influence the target audiences and public consciousness	Director of the Department of Science (DS)	29.06.2018	
7.11.3	To monitor faculty for consistency with communication skills and management of the target audience	Director of the Department of Science (DS)	10.07.2018	

Objective 7.11. To develop a pool of outstanding speakers and moderators for university conferences, round tables and other research and methodological activities				
Person responsible: Vice-Rector for Research and International Cooperation Deadline: the end of 2018				
No.	Targets	Person responsible:	Deadline:	Status
7.11.4	To draw up a list of speakers and moderators: – Faculty of the University; – graduating students; – colleagues from foreign partner universities; – international and domestic funds; – world authorities, celebrities in the area of educational science	Director of the Department of Academic Affairs (DAF) Head of the International Cooperation Division (ICD) Director of the Department of Science (DS)	15.07.2018	
Report on Objective 7.11:				

Objective 7.12. To develop the University and its structure in the spirit of internationalism				
Person responsible: Vice-Rector for Research and International Cooperation Deadline: 2023				
7.12.1	To develop the University website in three languages	Director of the Department of Computerization of Education	01.09.2018	
7.12.2	To develop 4 educational programs in English	Vice-Rector for Teaching and Guiding (TG)	01.09.2019	
7.12.3	To increase the number of students and teachers studying and teaching in English to 30% of the total	Director of the Department of Academic Affairs (DAF)	2019 – 10% 2021 – 10% 2025 – 10%	
7.12.4	To develop a Plan of Actions for the enrollment of foreign students	Director of the Center for Professional Orientation and Acceptance for Studies (CPE AS)	15.06.2018	

Objective 7.12. To develop the University and its structure in the spirit of internationalism				
Person responsible: Vice-Rector for Research and International Cooperation Deadline: 2023				
7.12.5	To increase the number of foreign faculty members to 5% of the total	Director of the Department of Academic Affairs (DAF)	2025	
7.12.6	To open 3 Abai Centers (Representative offices of the University) at foreign universities-partners	Head of the International Cooperation Division (ICD)	2020 – 1 2022 – 1 2025 – 1	
7.12.7	To increase the number of contracts with Top 500 universities to 25	Head of the International Cooperation Division (ICD)	2019 – 1 2020 – 1 2021 – 1 2022 – 1 2025 – 1	
7.12.8	To increase the number of foreign students to 5% of the total	Director of the Center for Professional Orientation and Acceptance for Studies (CPE AS)	2019 – 3,5% 2021 – 4,5% 2025 – 5 %	
7.12.9	To implement double-degree educational programs	Director of the Department of Academic Affairs (DAF)	2019 – 2 2021 – 2 2023 – 2 2025 – 2	
7.12.10	To increase the number of students under the program of academic mobility to 6.5%	Head of the International Cooperation Division (ICD)	2019 – 4,7% 2021 – 5% 2025 – 6,5%	
Report on Objective 7.12:				

Section 8. CORPORATE CULTURE

PREAMBLE:

Corporate Culture is a complex of values shared by the majority of team members of the organization.

In the course of Strategy Session, values in the following five areas were determined:

1. *Social responsibility*: **"We measure all our actions against their influence on society at large**
2. *Student-oriented approach:***"Most of the focus is on the most important thing. Student is the most important thing.**
3. *Professionalism*: **"Everyone not just does a good job, but does an excellent job."**
4. *Focus on innovation*: **"We are always open to innovation"**
5. *Leadership:***"To have the lead in the industry in every respect."**

OBJECTIVES:

Objective 8.1. To provide understanding of culture (each of 5 values)				
Person responsible: Rector Deadline: 2019				
No.	Targets	Person responsible:	Deadline:	Status
8.1.1	To bring to the notice of the staff members the formulation and meaning of each value.	First Vice-Rector	15.10.2018	
8.1.2	To put in place support mechanisms of the corporate culture	First Vice-Rector	03.04.2019	
8.1.3	To monitor the effectiveness of support mechanisms of the corporate culture	Director of the Development Strategy and Quality Assessment Department (DSQAD)	From December 2019 on an annual basis	
Report on Objective 8.1:				

Objective 8.2. To design and implement the Plan for Cultural Transformation				
Person responsible: Rector Deadline: July 2019				
8.2.1	To define the present status of culture	First Vice-Rector	03.04.2019	
8.2.2	To define the targeted status of culture	First Vice-Rector	23.04.2019	
8.2.3	To design the Plan for Cultural Transformation of the University	First Vice-Rector	17.05.2019	
8.2.4	To hold a presentation “The Plan for Cultural Transformation of the University”	First Vice-Rector	30.05.2019	
Report on Objective 8.2:				

The Strategic Plan for the Development of AbaiKazNPU for 2018-2025 is reviewed and approved by the decision of the Supervisory Board on 06.04.2018 (Minutes No. 3) and approved by the decision of the Academic Council of the University on 08.06.2018 (Minutes No. 9)

ABBREVIATIONS:

AD - The Administrative Department
DSQAD - The Development Strategy and Quality Assessment Department
DESWYP - The Department of Educational, Social Work and Youth Policy
RIC - Research and International Cooperation
ASD - The Academic Services Division
TG - Teaching and Guiding
EMA REB - The Educational and Methodological Association of the Republican Education Board
DS - The Department of Science
CPO AS - The Center for Professional Orientation and Acceptance for Studies
CTDL - The Center for Training and Distance Learning
DAF - The Department of Academic Affairs
EPI - Economic and Production Issues
EWSD - Educational Work and Social Development
DAD - Director of Academic Affairs
DCE - The Department of Computerization of Education
IDD - The Infrastructure Development Department