Commission for the Defense of the Conceptual Vision of the Strategy of Universities

Commission chairman:
A. Aimagambetov, Minister of Education and Science of the Republic of Kazakhstan / M. Daulenov, Vice Minister of Education and Science of the Republic of Kazakhstan

Commission consists of:
A. Issekeshev, Assistant to the President - Secretary of the Security Council of the Republic of Kazakhstan
A. Kozhakhmetov, President and founder of AlmaU, Deputy Chairman of the Commission
D. Nurzhigit, Deputy of the Senate of the Parliament of the Republic of Kazakhstan, MBA
L. Byurabekova, Vice Minister of Health of the Republic of Kazakhstan
N. Kiyassov, Director of the EDCRUNCH UNIVERSITY Center, NUST "MISIS"
S. Irsaliyev, Chairman of the Public Council of the Ministry of Education and Science of the Republic of Kazakhstan, Managing Director of the International Scientific Complex "Astana"
M. Abenov, Member of the National Council of Public Trust
O. Ordabayev, Deputy Chairman of the Board - Member of the Board of the National Chamber of Entrepreneurs of the Republic of Kazakhstan "Atameken"

Secretary of the Commission:
Sh. Imangaliyeva, Director of the Institute for Education Development AlmaU
ABAI UNIVERSITY TODAY

MAIN FACTORS

- 795 TEACHERS
- 7 FOUNDATION INSTITUTES
- CONTINGENT

EDUCATIONAL ACTIVITIES

- 289 EDUCATIONAL PROGRAMS
- 61 (21) ACCREDITED EP
- 12 DOUBLE-DEGREE PROGRAMS
- 5 110 BUDGET PLACES
- 50 OF EDUCATION
- 5 EDUCATION PROGRAMS

EMPLOYMENT OF GRADUATES
2019 – 97%
2020 – 1952 graduate - 4300 vacancies

ACCEPTANCE

<table>
<thead>
<tr>
<th>Year</th>
<th>2017</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall</td>
<td>1942</td>
<td>3865</td>
</tr>
</tbody>
</table>

THE SCIENCE

- Number of projects
- 3000 + articles
- Impact factor foreign journals
- Thomson Reuters
  - 2017: 72, 2019: 103

«Altyн Belgі»
ABAI UNIVERSITY: RANKINGS

QS World University Ranking 2021 – 601-650
- Universities of the Republic of Kazakhstan - 6th place

QS World University Ranking, EECA – 82th place

Webometrics Ranking of World Universities (July 2020)
- Pedagogical universities of the Republic of Kazakhstan - 1st place
- Universities of the Republic of Kazakhstan - 8th place

Web of Science
- Pedagogical universities of the Republic of Kazakhstan - 1st place

Institutional Ranking 2020
in the direction of "Pedagogical Sciences" - 1st place

Ranking of Educational Programs: TOP-3 - 46 EP, of which 36 are of a pedagogical profile
National ranking of the demand for universities in the RK-2020
Universities of the Republic of Kazakhstan - 4th place
SWOT-ANALYSIS

STRENGTHS

• National university status
• High international and leading national ratings
• Dominant position in teacher education
• Scientific research and infrastructure
• Social politics
• The presence of a military department

WEAKNESSES

• Low recognition outside the republic
• Aging frames
• Low share of teaching staff with a foreign diploma, Ph.D.
• Low share of multilingual and foreign teaching staff
• Poor business engagement
• Outdated University ecosystem
• Low level of commercialization of RNTD
• Insufficient provision of hostels

OPPORTUNITIES

• State and institutional support
• Raising the status of a teacher
• Academic freedom and institutional autonomy
• Online education

THREATS

• High competition
• Uncertainty
• The economic crisis and its consequences
• Increasing the outflow of students from Kazakhstan
• The general trend of increasing the cost of paid education
MISSION

We prepare educators who anticipate the needs of modern education based on best practices, national heritage and global approaches.
We increase the prestige of the teaching profession and act as a driver of human capital development.

ABAI UNIVERSITY-2025. VISION

The leader of pedagogical education in the CIS, a workshop for teachers of a new formation.

- TOP-400 QS WUR
- TOP-200 subject ranking "Education" QS WUR / THE WUR
- TOP-400 THE Impact Ranking
<table>
<thead>
<tr>
<th>STRATEGIC OBJECTIVES</th>
<th>25/10</th>
<th>12/5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of double-degree EP / &quot;Education&quot;</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The proportion of international teachers, %</td>
<td>5</td>
<td>1,9</td>
</tr>
<tr>
<td>The proportion of students in master and doctoral studies, %</td>
<td>20</td>
<td>15</td>
</tr>
<tr>
<td>The proportion of international students, %</td>
<td>10</td>
<td>3,9</td>
</tr>
<tr>
<td>The proportion of science funding in the budget, %</td>
<td>10</td>
<td>6,2</td>
</tr>
<tr>
<td>Number of joint international studies</td>
<td>15</td>
<td>5</td>
</tr>
</tbody>
</table>
The student is our main value. We contribute to the full disclosure of the potential of students.

**Student-centered:**

**Professionalism**
This is a key characteristic of representatives Abai University.

**Social responsibility**
Abai University measures its actions against the impact on society as a whole.

**Innovativeness**
Abai University is in the process of being improved.

**Leadership**
Abai University is a University for Leaders!

**Team spirit**
Maintaining high team spirit is the key to Abai University’s success!

**Trust**
"Culture is mutual trust and respect" (IK Adizes)
TRENDS OF WORLD ECONOMY AND HIGHER EDUCATION

01 Transition to a new technological paradigm "Industry 4.0"
02 The emergence of non-economic factors
03 Digitalization and global robotization
04 New attitude towards competencies
05 Global economic displacement center of gravity to Asia (China and India)

Globalization
Internationalization

Massivization
Democratization

Humanitarization
Diversification

Life-Long Learning
Digitalization

Personalization
Project training
TRENDS OF TEACHER EDUCATION OF KAZAKHSTAN

- Raising the status of the teaching profession
- Updating teacher training programs
- Modernization of the system of entry into the teaching profession
- Professional excellence certification
- Inclusive education
- Additional professional education programs
- Introduction of a new format of continuous teaching practice and dual education
- Training of teachers and organizers for ungraded schools
- Online education
STRATEGIC DIRECTIONS

1. Development of educational programs
2. Abai University - Center for Academic Excellence
3. Transformation into a National Research University
4. Internationalization and international positioning
5. Formation of personality "Tolyk Adam" (Fulfilled Person)
6. A socially responsible university
7. Digital university
8. Implementation of the horizontal-cyclical structure of the University
9. HR development of the University
10. Modernization of the University infrastructure
11. Proactive Marketing and Brand Renewal Abai University
1. DEVELOPMENT OF EDUCATIONAL PROGRAMS

**TEACHER OF NEW FORMATION**
- New EP (Atlas of New Professions)
- Digital and research competencies
- Spirituality, national code
- Double Degree EP
- Joint Programs (5OP)
- New franchises

**AIMS**
- The proportion of accredited programs
  - Bachelor – 65%
  - Master – 70%
  - Ph.D. – 75%
- Educational programs trilingual – 100%
  On English – 20%
- Number of students – 15 000
  - doctoral and master's degrees - growth by 56%
  - Listeners LLL – 300

**REALIZATION**
- Stakeholder participation (school, business, students)
- Educational Programmes
  - Major-Minor – 15%
  - Double Major – 25%
- MOOK, online EP
  (20 courses, 4 Master EP)
- Shorter training times
- Student digital footprint
- Dual training
- Project training
- National education system and national school model
## 2. ABAI UNIVERSITY – CENTER FOR ACADEMIC EXCELLENCE

<table>
<thead>
<tr>
<th>No.</th>
<th>Program/Center Description</th>
</tr>
</thead>
</table>
| 01  | Centre for Teaching Excellence – courses:  
|     | • for managers;  
|     | • for school and college teachers;  
|     | • retraining of teachers - "side entrance";  
|     | • for teaching staff Abai University |
| 02  | "Silver University" - educational space for the adult population |
| 03  | Graduate School of Management in Education |
| 04  | Kazakh-French digital educational center |
| 05  | Center for small schools in Kazakhstan: courses, methodological work, digital portal, tutoring |
| 07  | Academy of Pedagogical Excellence - Center for Innovation in Education (schools, methodologies) |
| 08  | Abai University Innovation School |
| 08  | Interdisciplinary School of Inclusive Pedagogy |
| 09  | STEAM pedagogical park |
| 10  | Basic university for the Kazakh diaspora «OtanDastar» |
| 11  | Conductor of the program "With a diploma to the village" |
3. TRANSFORMATION INTO THE NATIONAL RESEARCH UNIVERSITY

By 2025 Abai University will be transformed into the National Research University

<table>
<thead>
<tr>
<th>01</th>
<th>02</th>
<th>03</th>
<th>04</th>
<th>05</th>
<th>06</th>
<th>07</th>
<th>08</th>
</tr>
</thead>
<tbody>
<tr>
<td>• International Science Center: 3 innovation laboratories</td>
<td>• 15 joint research projects with leading research centers and world universities with the participation of at least 5% of the teaching staff and scientists</td>
<td>• Institute of Master's and Doctoral Studies: 25 programs with leading foreign universities</td>
<td>• Scopus contains 2 scientific journals</td>
<td>• Pool of professors, researchers, postdoctoral students - 5%, international experts - 25%</td>
<td>• Funding research -10% of budget Abai University</td>
<td>• International conferences: 2 conferences indexed in the Scopus database</td>
<td>• The proportion of income from the commercialization of research - 10% of the research budget</td>
</tr>
<tr>
<td>• Research foresight</td>
<td>• Authors of publications in journals with a high impact factor (Web of Science, Scopus) - 20% of the faculty</td>
<td>• Center for Educational Analytics Analytical journal</td>
<td>• Scopus contains 2 scientific journals</td>
<td>• Authors of publications in journals with a high impact factor (Web of Science, Scopus) - 20% of the faculty</td>
<td>• Funding research -10% of budget Abai University</td>
<td>• International conferences: 2 conferences indexed in the Scopus database</td>
<td>• The proportion of income from the commercialization of research - 10% of the research budget</td>
</tr>
</tbody>
</table>
New contracts: 25 universities from TOP-500 QS 5 world centers for pedagogy

Abai centers: 6 - development 3 - opening

Kazakh-French Research Center

Observatory of Good Practice (KAZDUAL, Erasmus+)

Membership: Associations - 20
Pedagogy Networks - 5

International Advisory Board
5. PERSONAL FORMATION «FULFILLED PERSON»

«FULFILLED PERSON»

BRIGHT BRAIN

- Popularization of the heritage of Abai
- Center for National Education
- Disciplines "Abai tanu", "National education", "Family values"
- Encyclopedia "Abai"
- Translation into English of the works of educators-innovators M. Zhumabayev, J. Aimautov
- Intellectual clubs, Olympiads

WARM HEART

- Abai's moral code "Adam bol"
- «Mangilik El»
- «Rukhany Zhangyru»
- «Uly dala tulgalary»
- «Izgilik Academiyasy»
- «Izgilik Elshisi»
- Ethnopark of Nomadic Turkic culture

STRONG FORCE

- Student government
- Center for Creativity and Culture «Talant AU»
- Virtual creative laboratory of the future teacher «VIRTUALLAB»
- Action Research Center
- Coordination center for the training of counselors
- Business incubator
- Art Digital Institute project
- Trainings, Coaching, Mentoring
- Healthy life. Sports development
- Club activities

A new model of national education
6. SOCIALLY RESPONSIBLE UNIVERSITY

DISCOUNTS AND BENEFITS:

2019 – 2020 – 250 million tenge (1,382 students)

2025 – up to 350 million tenge

volunteering
- National Volunteer Movement «Izgilik Elshisi»
- «Digital volunteering»
- Course "Service to Society" - methodological center

entrepreneurship
- Pedagogical entrepreneurship
- Business incubator
- ENACTUS International Student Program

community

Projects:
- "University - Community"
- "University - City"
- «University – School»
«ACCELERATOR GOOD: IZGILIK ELSHISI»

INITIATIVE ABAI UNIVERSITY - nationwide volunteer movement

The project office "Accelerator of Kindness: Izgilik elshisi" has become a hub for volunteers:

- 17 universities of Kazakhstan
- 5 Public Service Centers in Almaty
- Branch in JSC "Kazpost" «Accelerator of good deeds: Izgilik elshisi»:
  - providing legal assistance and social support to the poor and people in difficult life situations;
  - increasing the activity of civil society, attracting young people to volunteering.

The national volunteer movement "Accelerator of Good: Izgilik elshisi" will acquire international status until 2025.
7. Digital University

Center for the development of CED

- Virtual library Educational system data engineering
- Author's courses on sites open online education
  - STEAM Pedagogical Park
  - TRIZ
- Digitalization and diversification of EP

Big Data

- Artificial Intelligence
- Data science
- "Internet of Things" (IT)
- Proctoring system
- Podcasting

Training teachers and staff

- The teacher is the author of the COR
- Digital volunteering
- Online education
- EdTech-kz, Open Edx-kz, Coursera, EdX
- IT competency improvement programs

Integration of corporate systems

- Information and analytical
- subsystem IT security
- Monitoring Center
Implementation of an innovative management model – **Horizontal Cyclical Organizational Structure** (HCOS).

**HCOS** – visual display of the value chain for the consumer, their key competencies, "end result".

**Implementation HCOS:**
- Institute of Pedagogy and Psychology and Institute of Natural Science and Geography – from 1st of September 2020 year
- University – till 2022 year

**Expected results:**
- Transition to autonomy and self-government;
- Democratization of governance;
- Team involvement;
- Synergy effect;
- The emergence of adaptive leaders

**Abai University implement:**
- Adaptive Leadership
- Project Management
- Knowledge management
ABAI UNIVERSITY – LEADER IN ACADEMIC HONESTY

Abai University was the first among universities in Kazakhstan to receive a certificate on the implementation of an international anti-corruption management system ISO 37001-2016.

• Anti-Corruption Council, Center "Parasat", student club "Sanaly urpaq";
• Integrity and zero tolerance for corruption - through training, projects, actions;
• Social project "Accelerator of Good: Izgilik Elshisi";
• Academic Integrity - Antiplagiat, Turnitin, Proctoring;
• Quality publications;
• Standardization and automation of all processes;
• Open access and transparency of information.
ENSURING THE PROFESSIONALISM OF HR-MANAGEMENT

- Creation of an HR department
- Implementation of HR Analytics, Digital HR
- Implementation of performance assessment:
  - structural divisions (Key Result Indicators, KRI);
  - employees (Key Performance Indicators, KPI);
  - top management (360-degree method)

DEVELOPMENT OF HUMAN CAPITAL ABAI UNIVERSITY

- Development of a digital footprint of teaching staff
- Management of personal life and career paths of employees
- Formation of talent management policy
- Increasing investment in human capital.

CORPORATE CULTURE

Abai University needs a strong corporate culture.
Abai University's Corporate Culture Code based on Core Values will be developed and implemented; increased engagement and commitment to corporate values.
10. MODERNIZATION OF FACILITIES

ABAI UNIVERSITY
The country’s first Green University campus will be created in 2025:
The infrastructure of the developing, creative campus environment with a system of attractive spaces for work, creativity and recreation will become a favorable ecological environment, a cultural center of attraction for students and city residents.

CREATIVE UNIVERSITY
Unique and consistent design of the University campus
Sports complex them. M.Auezov - the central place for recreation and sports of Almaty residents
The Palace of Students, dormitories will be built (2022, 2023)

CAMPUS: SOLUTIONS AND APPROACHES
All facilities are being modernized to ensure accessibility and easy movement for people with special educational needs.
We are implementing a new concept of business scaling.

**OPENING OF A MARKETING DEPARTMENT**

**BRANDING**
Abai University brand strategy update

**CRM**
CRM system implementation

**PROACTIVE MARKETING**

**DIGITAL-MARKETING**
Based on the digital strategy of Abai University, we increase its recognition in the world

**INTERNATIONAL BRANDING**
We define the points of presence for Abai University

**PR**
Using PR-communications to promote services for the formation of the University's image
To ensure the implementation of the Development Strategy, measures will be taken:

- Diversification of income sources
- Fundraising
- Endowment fund creation
- Improving budgeting
- Automation

PROJECTED A 28% INCREASE IN REVENUE BY 2025
WITH 15% INCREASE IN THE NUMBER OF CONINGENT

<table>
<thead>
<tr>
<th>Article (million tenge)</th>
<th>2020</th>
<th>2025</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training (state budget)</td>
<td>4 477</td>
<td>5 500</td>
</tr>
<tr>
<td>Tuition (paid)</td>
<td>2 381</td>
<td>2 400</td>
</tr>
<tr>
<td>Research</td>
<td>250</td>
<td>600</td>
</tr>
<tr>
<td>Life-long Learning</td>
<td></td>
<td>170</td>
</tr>
<tr>
<td><strong>OVERALL</strong></td>
<td><strong>7108</strong></td>
<td><strong>8 600</strong></td>
</tr>
</tbody>
</table>