

DEVELOPMENT STRATEGY
of KAZAKH NATIONAL PEDAGOGICAL UNIVERSITY named after ABAI
TILL 2020

Almaty, 2012

Content

	Pages
1.1 Introduction.....	3
1.2 Analysis of global trends	4
1.3 Analysis of current situation	6
1.4 Vision	12
1.5 Mission	13
1.6 Priority directions and strategic goals	14
1.7 Expected results	19

1.1 Introduction

In Messages of the President of the Republic of Kazakhstan, N.A. Nazarbayev the importance of teacher training is constantly emphasized; a number of drastic measures of teacher training are advanced. The President underlined that "Quality education should be the basis of industrialization and innovative development of Kazakhstan." This goal as ever is relevant for pedagogical universities of our country.

In the State Program of Education Development of Kazakhstan for 2011 - 2020 years, a key figure in solving the problems of the education system is called a teacher who is designed to form human capital.

Currently, the education system of the Republic of Kazakhstan goes into a new phase of reforms, that is determined by influence of globalization processes, which fix the vectors of its development: the entry into the WTO; coordination of national policies in the field of education; synchronization of education levels with international requirements, the increasing mobility of the population; new information, education and management technologies; introduction of competence-based education model.

All these changes have an impact on teacher training; require him to have work results that meet the needs of the country development. Effective provision of reforms in education sphere requires the commitment of teaching staff in their implementation who have the highest standards of professional and general cultural competence, the ability to solve adequately various problems that arise in modern conditions of complete pedagogical process. One of the results of reform of the industry should be the emergence of the teacher of a new formation.

In this strategy, according to the directions determined in policy program documents and tasks which are nominated by the President of the country, strategic orientation of training of competitive specialists, modernization of the educational process, integration of scientific, educational and innovative activity, the entrance into a single international scientific and educational space are defined.

1.2 Global trends in the higher education development

As the analysis of trends in higher education shows, the most important of them determined by many other ones is globalization in education.

Globalization leads to international integration, increasing academic mobility, harmonization of curricula and teaching methods, the wide dissemination of distance education, the need for new forms and methods in education.

Developed and enacted into force international treaties and agreements, that gives legally powerful impetus to international integration. This, for example, the Treaty of Maastricht is aimed at forming a common European education, the Lisbon Convention on the qualifications in higher education, the Bologna Declaration which marked a turning point for the higher school of Europe and elsewhere towards real integration. Kazakhstan joined the Bologna Process in 2010 and is currently engaged in a lot of work for the implementation of its principles and parameters in the process of specialist training.

Globalization, ultimately leads to the formation of the world's total educational space and becomes a powerful catalyst of the transformation of the traditional system of education in most countries.

Another one of the main trends in education in the XXI century was the use of new information technologies in training and education. These technologies allow delocalize distribution system of knowledge through distance learning technologies, through which quality education is available to everyone, irrespective of his place of residence. The strategic goal of distance education is to provide citizens with the right to get education at all levels in their place of residence or occupation. Such education is the most democratic; it can be adapted to the level of knowledge and query of individual student. In the condition of the intensification of scientific knowledge the foundation of the global economy, learning throughout life become continuous and prior.

In a rapidly changing world, people need to learn to learn, learn the ability to make independent decisions, work effectively with increasingly complex information environment, as at its deficit so at its excess.

Another trend in the development of education is its internationalization, not only in content but also in teaching methods and organizational forms, based on the universal nature of knowledge, on the mobilization of the collective efforts of the international scientific community. Education becomes a tool not only interpenetration of knowledge and technology, but also the capital and tool in the fight for market in solutions of geopolitical problems.

Another important trend in the development of higher education.

1. The democratization of higher education, i.e. expansion of its scope. It becomes more widespread - in many countries, more than two-thirds of high school graduates go to university. New technological way of society emerging in the XXI century, puts it on the threshold of achieving universal higher education, or at least at its first stage.

2. The emergence of the economy of knowledge, where knowledge is replaced by the physical resources as the main engine of economic growth. Universities are important elements of the knowledge economy: they train "labor" for the new economy, and themselves serve as generators of new knowledge.

3. Competition in higher education and its commercialization. Universities are forced to fight for students, for educational and research grants.

These abovementioned trends in higher education have put the universities a number of significant problems that they need to solve:

- Diversification of content, levels, forms and structure of higher education;
- To achieve international comparability of the quality of education and qualifications;
- Diversification of funding sources;
- Development of the most advanced educational programs and research;
- Strengthening the links of universities with partners in the labor market.

Virtually, all of the abovementioned trends have been observed in the higher education system of Kazakhstan, of course, that they are due to the specificity and the level of economic development of our country and expressed more or less clearly than in other developed countries. As well as the problems of universities due to the processes of globalization, internationalization and in conditions of radical modernization of the economy of republic is largely inherent to our Kazakh National Pedagogical University named after Abai and influence its current status and future development.

1.3 Analysis of the current situation

Kazakh National Pedagogical University named after Abai is one of the oldest universities in Kazakhstan, which is the forge of teaching staff that achieved fame in the society.

Today it is a major center of education, science and culture where more than 12 thousand students and master and doctoral degree postgraduates are trained.

In 2007, KazNPU named after Abai won the contest for the prize of the President of the Republic of Kazakhstan "For achievements in the field of quality." In the same year, the quality of educational services, a high level of compliance with the social order of society were awarded prizes "European Quality" and "United Europe" (UK).

The University is a member of several international organizations and associations.

From 2005 the University successfully confirms correspondence of the quality management system to the international standard of quality ISO 9001: 2008 (International certificates of conformity to IQNet and certification organization "Russian Register").

In 2011, the recertification of quality management system and the extension of its distribution field to the educational programs of the master's degree course.

The University is a leader among teaching universities of the country on the basis of ranking, conducted in 2009.

In 2010, the university received a certificate of institutional accreditation NAC MES RK, which is one of the many factors that determine the image of the institution as in the country so in the international educational space.

Two educational programs of bachelor degree courses in computer science and physics went through the procedure of international accreditation by accreditation agency ASIIN (Germany) in 2011.

The following priorities for development are identified: the continuous improvement of university management system; integration of science and education; expansion of international cooperation; improvement of the educational process and its high informatization; continuous professional development of the staff; continued strengthening of material and technical base.

These priorities are consistent with the development priorities of the higher education system of the country.

New principles of management of university are formed and they are based on strategic planning, system of quality management. In the sphere of university management information and communication technologies are key tools to improve its effectiveness.

The financial policy of the University is aimed at ensuring financial stability, optimization of expenses, improving the welfare of workers. Main source of income of the University is the budgetary and off budgetary funding.

The University is able to settle its long-term and short-term liabilities, which indicates its solvency and demonstrates its financial stability.

In general the dynamics of business activity is positive.

There is a high dependence of the off income from a contingent of students enrolled on a fee basis, in connection with what it is necessary to expand the multi-channel financing, a range of paid services, and provide higher level of transparency.

An effective infrastructure is established. The University has 12 academic buildings, 5 dormitories for students, a sports complex "Spartak" with stadium, a healthcare posts, 4 food posts, café for students. The university has 10 faculties and the Institute of Masters and Doctoral Ph Degree; 63 chairs and a college; 4 research institutes and 4 research centers; Institute of education quality analysis and training of qualification improvement; Scientific Library including subscription and 13 reading halls.

The university has a specialized classrooms, computer classrooms, lingua laboratories, educational laboratories, workshops. The level of equipment of training and laboratory classrooms with modern teaching and research equipment corresponds to the specificity of the educational process.

University information and communication corporate network with Internet access at a speed of 512 kb / sec is created. Center of Informatization of Education functions. University portal, located on the server at <http://www.kaznpu.kz> (IP 212.19.129.195) is created, but the portal is still not well informative.

Material and technical base is constantly improved due to new construction and major rebuilding of existing buildings and constructions. However, updating of the material and technical basis of being organized too slow pace, which negatively affects the quality of training.

Dormitories are afforded to nonresident students. However, only 40% of those in need are living in the dormitories, so it is necessary to conduct further targeted work to improve the coverage of non-resident students with hostels.

University implements a three-level model of specialist training: bachelor-master-doctorate PhD and conducts educational activities on 55 specialties of bachelor training, 49 master specialties and 16 specialties of doctoral PhD.

The total student body was 12749 people in 2009/2010, in 2010/2011 academic year - 11,500 people, in 2011/2012 academic year - 12,245 people. While the share of masters is an average of 5%, and doctoral students - 0.4%. This ratio does not correspond to the status of national university in which the main contingent should be formed by trainees of the postgraduate education programs.

The university provides a modern approach to organization of quality educational process, credit technology of training is introduced, interactive forms and methods of training are used, and innovative technologies are introduced used foreign experience, attracted well-known scientists, professors.

Today, the increased need for teachers able to modernize the content of their activities through critical and creative thinking and its application of science and advanced experience.

The university focuses on the problems of small schools, since 2008, carried out extensive work on the research project "Development of information system of education in the form of a portal "Academy of small schools of Kazakhstan KazNPU named after Abai". As part of this project in schools named after Dzerzhinsky and Lermontov of the village Kalpe Almaty region in On-line mode there was hold a video conference with the use of audio visual teaching aids, educational information programs and courses were organized and self-service teacher training ungraded schools in the country. Through the portal of "Academy of small schools of Kazakhstan KazNPU named after Abai" self-realized teachers of small schools, conducting master - classes with students, organize lessons to share experiences between teachers.

Educational activities of the teaching staff of the University, working in the mode of on-line, aimed at finding and implementing efficient technologies that improve the professional competence of teachers of small schools, the functional literacy of students.

With the university support services we contribute to the development of educational programs and recreation students. Attention is paid to training and methodological support and book providing specialties. Annually allocates substantial funds for the completion of the library book fund.

The University provides full social support to trainees. Introduced a differentiated system of tuition, practiced discounts to students on a contractual basis.

However, it is necessary to improve the quality of the selection of students, broad involvement of employers in the development of elective courses, improving the quality of training and methodological support. Particular attention should be paid to the book providing by specialties and languages of instruction.

Systematic and coordinated the work of instilling in students a sense of citizenship and of patriotism; promoting the heritage of the great Abai, the study of folk traditions; greater involvement of students, to teach them to self-improvement and self-awareness of the need for continuous personal growth.

Effective public commission on combating corruption works. Conducted anti-corruption campaign, a survey of students in educational buildings posted mail to rector. In 2008 the Institute of mentoring was formed which is based on the need to find new and innovative forms of educational work.

At the same time, it is necessary to increase the coverage of students actively included in the activities of the student government in the response to the civil law, aesthetic and ethical education in creative, sporting and other public associations.

In 2009/2010 academic year the total number of PTS was 1341 people, of which the share of doctors, professors - 12.7%, associate professors - 38.2%, teachers with degree were 51%. In 2010/2011 academic year the total number of PTS - 1241 people, among them doctors - 12.5% and PhDs - 38% lecturers with degrees- 51%. In the current academic year, the total number of PTS is 1114 people, of which the share of doctors, professors 16%, associate professors - 38% of the total lecturers with degrees- 54%.

The average age of faculty personnel is 54 years that is a legitimate concern of the University administration.

Conditions have been created to enhance the scientific and pedagogical skills of teachers, their career growth. Additional professional education programs provide advanced training. Over the past five years 1510 teachers have been trained to improve qualification University teachers go abroad for scientific training to deliver lectures, but it is virtually isolated cases. In this regard, it is necessary to solve the problem of the development of mobility of teachers, "rejuvenation" of personnel, and systematic reproduction of the teaching staff, to improve the activity of system of increasing training qualification.

In accordance with the identified priority areas of research formed the scientific schools, basic and applied projects are performed. The projects are funded both through the national budget (62.2 mln.) And the University of assets (65,250,000. Tenge).

6 international scientific and educational projects coordinated by TEMPUS, Legacy International, LEADHER, Aga Khan Foundation, ITEC - Indian Technical & Economic Cooperation, TEMPUS-CANQA are implemented. The necessary scientific infrastructure is created. Develop joint educational and research projects and programs with foreign universities (Tempus, Erasmus).

Journal of the KazNPU named after Abai "Khabarshy" on 15 series is published. Physical and mathematical series in which 10 of Kazakhstan`s leading journals are included in the citation database of scientific journals of Great Britain.

The University actively promotes international cooperation. University partners are institutions of higher education the UK, France, Germany, Czech Republic, Poland, China, Japan, Russia and others.

Undergraduates and university students participate in exchange programs with partner universities. Double diploma educational programs are being realized.

The work is undergoing to ensure the participation of the University in the international rankings Shanghai rating agency, QS WUR (UK), Times Higher Education and Webometrics. For further integration into the international educational space it is necessary to expand the academic mobility and the creation of an attractive environment for foreign students training, widely develop programs of dual-diploma education with foreign universities.

Results of the analysis of the current state are shown in the following table.

Table 1 - **SWOT**- analysis

Strengths	Opportunities
The oldest university of the country that has a reputation in the community and well-defined development priorities	The growth of importance of education in the scale of the state and society
The University activity is based on the quality management system	Diversification of sources of entrance of income.
The constant growth of financial, material, technical and information resources	Modernization of higher education in the context of international requirements, improving the quality of learning
Stable financial position of the university	The extensive development of international cooperation, academic mobility, joint educational programs
A wide range of specialties of bachelor and masters degree.	Development of social and other programs aimed at creating favorable conditions of work and life
Qualified PTS structure and higher administrative level employees.	Improving legislative and regulatory legal base of education
Conducting fundamental and applied scientific research work.	Strengthening of image, information and career guidance.

Participation in social and political life of the country and increasing of international cooperation	Implementation of the principles of corporate management
Creating the conditions of cultural and intellectual development of healthy lifestyle of students and staff	
Weaknesses	Threats
Broad international recognition of the University is not provided	Reduction of public funding of higher education, the reduction of state order of training specialists
The low level of informatization of management requiring improvement	Illegal dumping of the cost of tuition fees and rising wages PTS by other universities
Logistics, information and library resources are not fully addressing the needs of students and faculty	Strengthening the position of existing competitors.
A small proportion of SRW funding from the national budget and through international grants	The negative effects of demographic changes that took place in past years.
Insufficient number of accredited by international agencies of educational training programs for specialists	The outflow of highly qualified professors and teachers staff from university
Aging trend of PTS, limited opportunities to improve professional skills abroad	Not passing the state certification by the university and national and international accreditation
Underdevelopment of collaborative scientific research with other organizations and institutions of higher education	
Inadequate positioning in the international educational and scientific space.	
Insufficient level of introduction of information and communication technologies and innovations	

In whole, the SWOT-analysis of the activities of the university allowed to formulate strategic direction, identify targets and indicators that are included in the development strategy of the university. The development strategy of the University for 2011-2020 is built on the bases on its mission and vision.

1.4. Vision

VISION: Full compliance to the status of the National University, reaching the level of a research university in the field of teacher education, having a good image in the society and in the international educational space.

Compliance to the status of the national means that the University is a leading university in the field of teacher training and working closely with regional universities. The University provides training of staff on the experimental curriculum, organizes and conducts improvement of professional skill of managers and teaching staff of the regional universities.

The main focus of the training will be given to master's and doctoral programs. The university will focus training of masters and PhD degree students in the field of education, the professors and teachers staff for regional universities.

Research University must have a broad scientific infrastructure and coordinate scientific programs of the researches in the field of education.

1.5 Mission

MISSION: Training competitive competent specialists possessing high social and civic responsibility.

The realization of this mission is to prepare professionally competent, socially responsible and competitive specialists mastering modern technology, scientific and pedagogical skills and research activities relevant the international requirements of the world labor market.

In addition, the implementation of the mission involves the formation of a common cultural, educational, intellectual and innovative space of university, providing good quality of continuing education in line with global trends and principles of the Bologna process, active international cooperation and ensuring academic mobility of students and university staff.

1.6 Priority directions and strategic goals

Strategic directions	Target indicators	Indicators	2011	2013	2015	2020
1. Preparing competitive staff	2. Participation of University in QS World University Rankings Place in ranking <i>2011 - 601⁺</i> <i>2013 - 600</i> <i>2015 - 500</i> <i>2020 - 400</i>	1. Placing in a job of University graduates (<i>% of placing in a job from total number of graduates</i>)	80	83	90	95
		2. Academic mobility of students (at the expense of University funds, partners and etc.) (<i>share of students trained from total number</i>)	0,4	2,5	10,0	20,0
		3. Share of foreign students trained in the University from total number of students, %	1,4	2,0	4,0	6,0
	3. Accreditation of University and Educational Programs (% from total number of educational programs in HEE) <i>2011 - 2</i> <i>2013 - 7</i> <i>2015 - 40</i> <i>2020- 70</i>					

		4. The share of educational programs accredited by international agencies (from the total number of programs,%)	2,0	7,0	40,0	70,0
		5.Share of attracted foreign teachers and scholars to give lectures and participate in research projects of the total teaching staff of the University,%	1,6	4,5	10,5	20,0
		6. PTS with Degrees , %	51	60	65	70
		7. The number of specialties, on which training is being organized in English, units.	4	6	8	12
		8. Share of PTS, Having qualification training (from the total number of PTS,%): in the country abroad	15 2,9	20 3,0	25 4,0	25 5,0
		9. Number of e-learning tools for the implementation of e-learning, units.	2	15	40	70
		10. For elective subjects in to educational program of pre-school education are introduced, % *	-	15	30	-

		11. The proportion of elective disciplines introduced in the educational program, %.*	-	50	60	
2. Formation of the university as a research center focused on innovation	1. Implementation of the results of scientific research in the university educational process (%); 2011 – 20 2013 - 25 2015 - 40 2020 . -60	1. Share of publications PTS in journals with impact factor of the total number of publications,%	0,7	1,0	1,5	2,5
		2. Share of PTS who received certificates of authorship, patents (security documents) for an invention,%	1,2	1,5	1,7	2,2
		3. Share of PTS who are involved in the implementation of fundamental and applied research,%	30,0	40,0	50,0	90,0
		4. Income share of the total budget of the university, obtained on the basis of research,%	2,4	2,6	4,0	5,0
		5. The proportion of funds allocated to SRW in the form of University grants,%	1,0	2,0	2,3	2,5
		6. Percentage of students participating in SRWS,%	27,0	30,0	35,0	40,0
		7. The share of research projects in the field of education, performed at the	30,0	60,0	70,0	80,0

		university,%				
		8. Number of innovation projects carried out in the University, units	2	5	7	10
		9. Average number of publications per teacher, (Units)	2.4	5	7	10
		10. Number of completed projects in research laboratories, units.	15	30	55	60
		11. Number of scientific institutions, including those established jointly with other organizations, units	9	13	15	20
		The proportion of completed developments, by which prepared Commercial offers,% *	2	4	6	
3. Formation of active citizenship position among young people	1. The proportion of students who are members of international student organizations (% of total); <i>2011 - 0,5</i> <i>2013 - 0,7</i> <i>2015 - 0,9</i>	1. The number of international agreements aimed at promoting active citizenship, units	-	-	1	2
		2. The proportion of students who participated in national and international events, %	35	45	55	80

	<i>2020 - 1,0</i>	3.The proportion of students who have won prizes in national and international projects, %	9,0	10,0	12.0	15,0
		4.Percentage of students provided with databases of industrial practice, %	100	100	100	100
		5. Inclusion of students by the new system of national education,%	50	100	100	100
		6.The amount of activities on ethnic politics of the RK and to overcome extremism, units.	4	6	12	15
		7. Inclusion of students body with the various activities of an educational nature,%	62	70	80	100
		8. Inclusion of the student body activities aimed at forming a new Kazakhstani patriotism,% *	-	75	85	-
		9. The proportion of students enrolled in sports sections and general recreational activities (the total, %)	25	40	60	80
		10.The number of sociological surveys to assess the quality of education services in high school, units	at least 5	at least 5	at least 5	at least 5

4. Infrastructure development and management	1..The provision of housing for students of the total number of students in accordance with the standards of security, (%); <i>2011 - 35</i> <i>2013 - 40</i> <i>2015 - 45</i> <i>2020 - 100</i>	1. The amount of entered college campuses (beds in accordance with the regulations, units)	-	-	1000	1000
		2.Percentage of students who secured dormitories, the total number of people in need,%	35	40	45	100
		3.Social assistance to vulnerable students: discount on tuition fee (the number of people in need,%)	12	14	14	20
		4.Number of students per 1 computer	4,7	4.2	3	2,5
		5. Share of modernized teaching and research laboratories (of the total number,%)	20	40	60	80
		6.Annual updating of the library collection (% based on the existing fund)	5	10	15	20
		7.Number of doctors PhD, prepared for the University within the target training, units.	-	30	45	70
		8.The average age of the teaching staff, years	54	54	53	48

1.7. The expected results of the strategy realization

By 2020, in result of the implementation of the strategic directions the following results will achieved:

Direction 1. Preparing competitive staff

The quality of educational services will be formed in accordance with international standards and requirements.

Updated content of educational programs in the context of the Bologna process with the broad development of innovative learning technologies.

Improve the qualitative composition of the teaching staff at the expense of retraining and advanced training, attracting foreign professors and researchers, providing targeted training for doctors PhD University.

Was integrated into the international educational space, based on the harmonization of national educational programs to educational programs leading foreign universities.

The transition to the international model of accreditation of universities.

By reaction with professional associations and communities to build and update educational programs, monitoring the quality of education.

Optimized list of specialties of undergraduate specialty cut non-teaching profile.

Activated vocational guidance work, increased demands on the qualitative composition of entrants.

Development of social partnership and the various forms of corporate governance training.

Introduced a system of regular monitoring of the quality of education.

Introduced distance education in all specialties and system of e-learning.

Direction 2. Formation of the university as a research center focused on innovation activity

There has been achieved a level and got the status of a research university in the field of education.

Research and innovation infrastructure of the University by increasing and updating of scientific, experimental, educational and methodological and technological base is enhanced.

The range of research, especially in the field of education is expanded.

Revitalize academic schools, increasing the efficiency of scientific research.

Commercialize Scientific research results are commercialized.

Direction 3. Formation of active citizenship position among young people

Highly cultured socially responsible personality of graduate of the University on the basis of national and universal spiritual-moral and cultural values is generated.

Full coverage of the national education system is ensured.

Direction 4. Development of Infrastructure and Management

A new system of management, allowing to provide effective implementation of the strategic directions is introduced.

The principles of corporate governance are implemented.

Financial stability of the University is ensured.

Computerized control system is created.

Professional competence of administrative personnel is Increased.

Social programs aimed to creating favorable conditions of work and life are expanded.

Expansion of Educational and social infrastructure .

Development Strategy of KazNPU named after Abai till 2020 is approved by the Supervisory Council from 28.04.2012,

*- additions reviewed and approved by the Academic Council from 29.01.2013.