**«APPROVED»**
**by the decision of the Board of Directors**
**of NJSC Aktobe Regional University**
**named after K. Zhubanov**
**(Protocol No. 11 dated December 22, 2023)**

# DEVELOPMENT PROGRAM OF THE NJSC "AKTOBE REGIONAL UNIVERSITY NAMED AFTER K. ZHUBANOV" FOR 2023-2027

**Aktobe, 2023**

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## PASSPORT OF THE PROGRAM

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| **The name of the program** | Development program of NJSC "Aktobe Regional University named after K. Zhubanov" for 2023-2027 |
| **Basis for the development of the Programme** | • Message of the President of the Republic of Kazakhstan Tokayev K.K. on the need to open branches of foreign universities in the country (meeting of the Majilis of the Parliament of the Republic of Kazakhstan dated January 11, 2022 "Lessons of the Tragic January: The unity of society – a guarantee of independence");<br>• The concept of development of higher education and science in the Republic of Kazakhstan for 2023-2029 (Resolution of the Government of the Republic of Kazakhstan dated March 28, 2023 No. 248);<br>• The Law of the Republic of Kazakhstan "On Education" as amended on April 19, 2023 No. 223-VII;<br>• The Law of the Republic of Kazakhstan "On Science" as amended on April 20, 2023 No. 226-VII;<br>• The Law of the Republic of Kazakhstan "On Commercialization of the results of scientific and (or) scientific and Technical activities" as amended on 04/19/2013 No. 223-VII;<br>• National Development Plan of the Republic of Kazakhstan until 2025 (Presidential Decree No. 521 dated February 26, 2021);<br>• Territorial Development Plan of the Republic of Kazakhstan (Decree of the President of the Republic of Kazakhstan No. 812 dated February 21, 2022);<br>• The Development Plan of the Ministry of Science and Higher Education for 2023-2027 (Minister's Order No. 172 of April 20, 2023). |
| **Program developer** | NJSC "Aktobe Regional University named after K. Zhubanov" |
| **Programme main purpose** | Formation of a qualified specialist and a "perfect personality" who has absorbed national values. |
| **Objectives of the programme** | • study and analysis of the labor market in |

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| | specialists who meet the requirements of the modern trend in the development of the economy and society, in order to develop innovative EP in accordance with the atlas of new professions;<br>● ensuring interaction with research centers and institutes, subjects of innovation, industrial enterprises and business representatives;<br>● establishment of direct partnerships with foreign universities, foundations and organizations to ensure the improvement of the educational process, professional development of teachers and the quality of training of specialists of different skill levels. |
| **The timeline for its implementation** | 2023-2027 |
| **Sources of funding** | Republican budget, local budget, extra-budgetary funds |

## THE MAIN PROVISIONS FOR THE DEVELOPMENT OF THE UNIVERSITY DEVELOPMENT PROGRAM FOR 2023-2027

This Program of the NJSC "Aktobe Regional University named after K. Zhubanov" is formed in accordance with the goals, objectives and main directions of the following regulatory documents of the Republic of Kazakhstan and the Development Plan of the NJSC "Aktobe Regional University named after K. Zhubanov". K. Zhubanov" for 2023-2027:

- The message from the President of the Republic of Kazakhstan Tokayev K.K. on the need to open branches of foreign universities in the country (meeting Majilis of the Parliament of the Republic of Kazakhstan dated January 11, 2022 "Lessons of "Tragic January": The unity of society – a guarantee of independence");
- The concept of development of higher education and science in the Republic of Kazakhstan for 2023-2029 (Resolution of the Government of the Republic of Kazakhstan dated March 28, 2023 No. 248);
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- The Law of the Republic of Kazakhstan "On Science" as amended on April 20, 2023 No. 226-VII;
- The Law of the Republic of Kazakhstan "On Commercialization of the results of scientific and (or) scientific and Technical activities" as amended on 04/19/2013 No. 223-VII;
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- Territorial Development Plan of the Republic of Kazakhstan (Decree of the President of the Republic of Kazakhstan No. 812 dated February 21, 2022);
- The Development Plan of the Ministry of Science and Higher Education for 2023-2027 (Minister's Order No. 172 of April 20, 2023).

In addition, the Development Program takes into account regional factors of the Aktobe region and the Western region:

**1. Population.** According to the Territorial Development Plan of the Republic of Kazakhstan (hereinafter referred to as the TDP), the population of the city, taking into account the suburban area and satellite cities, will reach 750 thousand people by 2025, and 930 thousand people in the Aktobe region.However, as of June 1, 2023, the number was 933.3 thousand people, including 696.9 thousand people (74.7%) urban residents, 236.4 thousand people (25.3%) rural residents. If in 1991 5 thousand 463 children were born, then in 2020 - 12500, an increase of more than 2 times, which is ahead of the projected planned values and reflects the high level of fertility in the region.

**2. High potential of the region.** Aktobe region is the largest in territory among the regions of Kazakhstan, is one of the main centers of economic growth and one of 4 agglomerations in Kazakhstan. The PTR notes the special role of the city of Aktobe as a "center of gravity" in the west of the country for the absorption of the unemployed population (especially young people) from the western regions. To this end, the PTR proposes to provide measures for the development of high-quality university education in the city of Aktobe, including the opening of a branch of a reputable European university *(to prevent the outflow of young people from the western regions of Kazakhstan to neighboring Russian universities located in cities with a population of over a million).*

**3. High level of industrialization.** The region has significant potential for the development of the metallurgical, chemical and oil and gas industries; in the depths of the region there are deposits of almost all minerals on the periodic table. For example, the region ranks 2nd in the world in reserves of chrome ores, 3rd in Kazakhstan in reserves of hydrocarbons and copper ores. The volume of gross regional product for January-December 2022 amounted to 4,312,580.9 million tenge in current prices and, compared to the corresponding period of the previous year, amounted to 100% in real terms. Within the framework of the Unified Industrialization Map (order

of the Ministry of Industrial Development of the Republic of Kazakhstan No. 364 dated May 16, 2023), 11 projects are being implemented in the amount of 1,085.9 billion tenge with the creation of 3,697 jobs. The region is also an important strategic transport hub.

**4. A significant number of enterprises with foreign capital.** There are more than 700 enterprises with foreign capital participation in the Aktobe region, mainly in the oil and gas sector. One of the largest enterprises in the region is SNPS-Aktobemunaigas JSC. This is a leading industrial enterprise and one of the leaders in the country's oil and gas complex. In this regard, the task of replacing foreign personnel with domestic workers arises. Teaching them English and/or Chinese.

**5. The growing need for teachers for secondary schools and colleges** is due to the large share of small schools in the region, out of 424 schools in the region, 66%, or 281 educational institutions, are located in rural areas, 204 of them are small (data as of November 10, 2022).

**6. Employment of graduates.** The share of graduates employed in the first year of the total number of graduates averages about 91% annually; in 2022 it was 92.6%. However, there is an annual increase in the number of applicants, which will require additional conditions for employment.

**7. Problems of ecology of the region.** Aktobe region is one of the five most polluted regions of the country. The main sources of pollution are enterprises of the mining, metallurgical, chemical and oil-extracting industries. In addition, on the territory of Western Kazakhstan, significant areas of land were used as nuclear test sites (in the Atyrau region - Azgir and Taisoigan, Ural - Lira 6, Aktobe - Batolit, Mangistau - Sai-Utes and Koshkar-Ata).

## ANALYSIS OF CURRENT ACTIVITIES

The non-profit joint-stock company "Aktobe Regional University named after K. Zhubanov" (hereinafter referred to as the University) passed institutional post-accreditation in 2022 and undergoes annual specialized accreditation of all educational programs.

The structure of the university consists of 10 faculties and 31 departments.

The number of teaching staff is 603, of which 234 have academic degrees.

The student population as of September 1, 2023 is 13,458 people.

The number of educational programs is 123, of which 84.2% are accredited.

The university ecosystem consists of 6 academic buildings with a total area of about 55 thousand sq.m., a library, 4 Student Houses, there are agreements with third-party dormitories for a reserve of beds for the university (Student House - Erudite dormitory for 620 places, Students House - Salem Space with 200 beds),200 beds at the University clinic, 11 sports facilities, updated specialized classrooms, personalized classrooms, IT structures and laboratories, Zhubanov Zhastary alley, Student Palaces, Youth Palace, public catering outlets, Innovation Park, greenhouse, Zhubanov Cinema, Startup Academy and co-working center.

**Academic activities.** The University makes constant efforts to train competitive personnel, both in the region and for the country, by updating educational programs, introducing changes in educational processes, focusing on talented youth and developing human resource potential.

The educational activities of the university are carried out in accordance with the state license for the right to conduct educational activities No. 13014680, issued by the Ministry of Education and Science of the Republic of Kazakhstan on September 17, 2013, in 25 areas of training in 8 areas of higher education: “Pedagogical sciences” (28 EPs), “Arts and humanities” (8 EP), “Business, management and law” (11 EPs), “Social sciences, journalism and information” (2 EPs), “Natural sciences, mathematics and statistics" (8 EPs), "Information and communication technologies" (4 EP), “Engineering, manufacturing and construction industries” (15 EP), “Services” (4 EPs) and 47 EP of postgraduate education (appendices to the license dated March 29, 2019). All 127 EPs are included in the Register of the educational programs of higher and postgraduate education, of which 80 are bachelor’s, 40 are master’s, and 7 are doctorate.

Since 2023, double-diploma educational programs of the Heriot-Watt University branch have been added: “Computer Engineering”, “Electrical Power Engineering” and “Petroleum Engineering and Energy Management”. The branch was opened in fulfillment of the order of the President of the Republic of Kazakhstan Tokayev K.K., given at a meeting of the Mazhilis of the Parliament of the Republic of Kazakhstan on January 11, 2022, on the opening of branches of reputable foreign universities with a technical focus in the west of the country. Founded in 1821, Heriot-Watt is Scotland's oldest university, ranked among the top 300 universities (#235) by QS WUR, ranked 3rd in the UK and 12th in the world for Petroleum Engineering. Heriot-Watt University positions itself as a global university, with a main campus in Edinburgh and branches in Dubai and Malaysia, with more than 30,000 students worldwide.

The University promptly undergoes institutional and specialized accreditation procedures and post-accreditation monitoring. Accreditation of educational programs has been increased to 90% in 2023, that is, out of 127 total EPs, 114 are accredited: IAAR (51 EPs), KazSee (32 EPs), ARQA (24 EPs), and IQAA (7 EPs).

The University is implementing various measures to improve the quality of training of competitive specialists. For example, most master's degree programs, with the exception of language profile programs, have been transferred to multilingual education. Also, a new discipline from the BD UC cycle “Organization and planning of scientific research” has been introduced at all master’s degree programs (in English) and the competition commission selected teachers who will teach this discipline. In addition, we are actively working with regional employers in order to introduce current trends in the labor market into the educational process.

The university is constantly working to improve the skills of its employees. The share of teaching staff who completed advanced training and foreign internship was 87%.

One of the large-scale courses organized for university employees is the course on transformation and leadership in education at the Graduate School of Education of Nazarbayev University. In addition, the University actively recruits graduates from the best universities in the world and Kazakhstan to strengthen its human resources potential. Also, the university, in order to attract and retain talented youth, has developed the concept of the "Reserve of Young Specialists" project. In order to attract and retain graduates of foreign universities and the Bolashak program, the university developed and adopted a regulation on Talent Management, within the framework of which attracted personnel are financially stimulated, and housing issues are also partially resolved. The program employs employees on an ongoing basis.

At the same time, attention is paid to improving the skills of local personnel as the main reserve for the development of the university. Over the past two years, mass English language courses have been conducted for teaching staff and employees. The number of people in each study cohort is 125 people or about 20% of the entire teaching staff. The courses have shown their effectiveness because after language training in 2023, 14 teaching staff began to undergo internships under the Bolashak program abroad, receiving passing scores and certificates in English. Also, 27 university employees were able to achieve and exceed the threshold score in English and enroll in targeted doctoral studies at Kazakhstani universities. The university also conducts targeted English language courses for a selected cohort of teaching staff, with the aim of teaching in the above-mentioned joint branch with the partner university.

In order to advance the training of personnel in the region, together with the Ministry of Education and Science of the Republic of Kazakhstan and the Local Executive Directorate, the "Mamandygym – Bolashaghym" project was launched. As part of the project, university specialists were trained in the foresight tool. Through foresight, demand is studied, skills and specialties that will be required by the region in the medium term are determined. Based on the data obtained and in cooperation with employers in the region, EPs are drawn up and students are recruited to meet the region's future demand for personnel.

Since 2018, the National Chamber of Entrepreneurs "Atameken" has been rated educational programs of universities. If, according to the results of the 2020 rating, 11 EP universities entered the TOP 5 of the best educational programs of the Republic of Kazakhstan, then according to the results of the 2022 rating, 16 educational programs entered the TOP 5:

***1st place.***
*6B01501-Mathematics (education).*
*6B01502-Physics (education).*
*6B01601-History*
*6B01801-Social pedagogy and tutoring/ Social pedagogy and self-knowledge*
***2nd place***
*6B05302-Chemistry (natural sciences)*
*6B07105-Chemical engineering/ CTNS*
*6B01506-Geography*
***3rd place***
*6B01505-Biology (education)*
*6B01704-Russian language and literature in schools with non-Russian language of instruction*
*6B02101-Choreography*
***4th place***
*6B02102-Design*
*6B05301-Physics (natural sciences)*
***5th place***
*6B01201-Preschool education and upbringing*
*6B01405-Visual art, artistic work, graphics and design*
*6B01504-Chemistry (education)*
*6B02302-Translation studies*

Since 2018, educational programs for training teachers of mathematics and physics have been constantly in the TOP-3.

In order to improve the reputation of the university in the academic environment, the

university is actively working to enter the QS World University Rankings (rating of world universities).

Introduced into the QS ranking database 1353 (767 academic experts, 586 employers) to survey their opinions about our university. Based on the results of the information entered into the rating database, the University took 351-400 places according to the QS EECA rating.

In 2022, the average UNT score of those admitted to the university was 76 points; we note that in 2022 the university stopped accepting applicants who did not achieve the UNT threshold score (conditional admission).

**Development of science.** An important direction in the educational process of a higher educational institution is the research activities of the University teaching staff.

In 2022, the university faculty implemented 22 grant projects on fundamental and applied research, funded by the Ministry of Education and Science of the Republic of Kazakhstan, of which 9 projects were "Zhas Galym", 3 projects for the competition of young scientists for a total amount of about 995 million tenge. 42 copyright certificates were also received.

In 2023, 19 grant funding projects of the Ministry of Education and Science of the Republic of Kazakhstan are being implemented for a total amount of 855 million tenge.

Along with experienced colleagues, young scientists are also actively involved in research activities. Thus, the share of young scientists participating in university grants for research activities from the total number of teaching staff under 40 years old was 43% in 2021 and 54% in 2022.

Due to the active scientific work of the University staff, in 2022, 99 articles were published in the Scopus database and 51 articles in the Web of Science database, in 2021 - 94 articles in the Scopus database and 43 articles in the Web of Science database, in 2020 there were 61 and 40 articles, respectively.

An analysis of the publication activity of teaching staff shows an increase not only in the total number of publications in international databases such as Scopus and Web of Science, but an increase in the percentage of articles published in journals included in the first and second quartiles. This is facilitated by the functioning of 7 educational programs at the university in six areas of doctoral training: 8D054 – Mathematics (8D05401 – Mathematics), 8D053 – Physics (8D05301 – Physics), 8D023 – Philology (8D02303 Foreign Philology and 8D02304 Philology), 8D022 – History ( 8D02201 – History), 8D013 – Pedagogy and methodology of primary education (8D01301 – Pedagogy and methodology of primary education), 8D041 – Economics (8D04101 – Economics).

As a result of the link activity of teaching staff articles, in 2022 the university's H-index reached 14 in Scopus and 11 in WOS software.

The results of scientific research of teaching staff are also formalized in the form of scientific products and patents, introduced into the practical, scientific and educational environment. Over the past three years, university scientists have received 14 patents.

In 2022, the University received a grant from the international Bolashak program under the scientific internship program "500 scientists" - 2 applicants in the direction of "Management in Education and Science - Strategic Management and Management in Higher Education at George Washington University in the USA and in the direction of "Management in education and science - strategic management and management in higher education at the Faculty of Pedagogical Education of Moscow State University. M. Lomonosov in Moscow.

Work is underway on business education and financial literacy of students, the fruits of this work are 8 startups in the period from 2020 to 2022, in which 42 students were involved.

The university has a number of centers and laboratories in the following areas of scientific research:

6 research centers:

- "Radiation physics of materials";
- "Applied mathematics and computer science";
- "History, archeology and ethnography";

- Center for Social Research;
- "Zhubanology";
- "Abayan studies and national spirituality."

In the Innovation Park, commissioned in 2017, today there are 14 laboratories: "Robotic systems", "3D modeling", "Programming fundamentals", "Repair and modernization of computer equipment", "Computer networks", "Stream data and machine training", mineral enrichment laboratory "Diatomite", laboratory for researching methods of recycling industrial waste, laboratory for testing building materials and asphalt concrete, laboratory for polymer composite materials, laboratory for analysis of nanomaterials, laboratory "Analysis of microscopic materials", IT office, STEM office.

**The international cooperation.** A key element in the activities of the university is internationalization and international cooperation, characterized by the level of academic mobility of teachers and students, and the internationalization of educational programs.

One of the main objectives of the university is the development of strategic partnerships and networking with leading foreign organizations and universities in the field of science, education and innovation.

In 2022, Zhubanov University took 29th position among the QS Asia University Rankings - Central Asia and 351st position in the international QS ranking "Emerging Europe and Central Asia (QS University Rankings: EECA)" among 84 countries in the world from the list of the strongest universities.

The most intensive cooperation in the field of outgoing student mobility is developing with universities in Turkey (Kastamonu University, Hacettepe University, Sakarya University), Poland (Pomeranian Academy in Slupsk), Italy (University of Genoa), Latvia (Baltic International Academy, Vytautas Magnus University). In 2022, 10 new agreements were signed, implying the development of student exchanges with leading foreign universities and an increase in external student mobility.

The university cooperates with more than 70 foreign universities, with 10 universities under the Erasmus + program and with more than 20 foreign universities to implement the academic mobility program.

Also in 2022, the university entered into memoranda with 14 universities from 7 countries in the following areas:

1. Academic mobility program for students and teaching staff (Baltic International Academy, Karakalpak State University named after Berdakh, Leningrad State University named after A.S. Pushkin, Orenburg State University, Ankara Yildirim Biyazit University, Hacettepe University, Ankara Haci Bayram University, Gazi University , Firat University, Ivanovo State Polytechnic University).

2. Scientific activities (Samarkand State University, Häme University of Applied Sciences in Finland, JAMK University of Applied Sciences in Finland, University of Belgorod).

3. Strategic partnership (opening a branch of Heriot-Watt University, UK). This partnership has the following goals:

- training of qualified personnel for new educational programs for the regional industry;
- targeted advanced training and training of university personnel for the purpose of teaching in the branch;
- internationalization of the university - academic mobility of students and teaching staff;
- modernization related educational programs;
- improving the quality of teaching and related academic processes of the university through the adoption of the best practices of the partner;
- increasing the prestige and attractiveness of the university;
- mutually beneficial development in the academic and scientific spheres.

In addition, in 2022, the university attracted 50 foreign scientists (of which 30 are scientists with a high h-index) to conduct classes, lectures, seminars, master classes, trainings and consultations on master's or doctoral dissertations, writing scientific articles. Teachers of the ARU

named after K. Zhubanov took part in various international scientific and educational projects.

With funding from the World Bank, in partnership with HAMK Häme University of Applied Sciences, a Professional Development Program was developed to improve teacher education, the goal of which was to improve the model of teacher education and develop new educational programs in teaching specialties in Kazakhstan.

In 2023, the university won an educational grant project in a competition initiated by the US Embassy in Kazakhstan with the support of the US State Department and the American Council UniCen, in order to promote key educational programs in ecology and environmental science at universities in Kazakhstan and modernize educational programs in Central Asia.

In addition, in 2023, 14 university teachers (out of 182 scholarship holders) became holders of the international "Bolashak" scholarship and will undergo internships at the world's leading universities and research centers. Two university employees entered master's and doctoral programs under the "Bolashak" program.

The geography of student participation in the national outgoing and incoming academic mobility program covered the following universities: Atyrau University named after. Kh. Dosmukhamedov, West Kazakhstan University named after. M. Utemisov, the East Kazakhstan University named after. Amanzholov, Karaganda Technical University, South Kazakhstan Pedagogical University, Kostanay University named after. A. Baitursynov, North Kazakhstan University named after. M. Kozybaeva, Arkalyk Pedagogical Institute named after. I. Altynsarin, Caspian University of Technology and Engineering named after. Sh. Yesenova.

The university has language centers, such as the "Confucius Institute" together with the General Administration of Confucius Institutes (PRC), the "Korean Language Center" together with Tongmyeon University in Busan (Korea), the "Center for Polish Language and Culture" together with the University of Economics in the city Bydgoszcz (Poland), Chinese Studies Research Center jointly with Xinjiang University of Finance and Economics (PRC), Rafael Santi Interactive Center for Italian Language and Culture, "Polish-Kazakh Regional Center for Safety and Rescue Training", Chinese Language Testing Center "HSK" of the Institute Confucius.

In order to increase the language level of students' proficiency in world languages and to participate in international grant programs, the university conducts language courses; During the 2021-2022 academic years, 1,271 students studied language courses (543 students studied Chinese, 358 - Korean, 135 - Turkish, 235 - English languages), more than 400 people are studying in 2023.

In addition, English clubs and the INVO volunteer club operate at the faculties on a voluntary basis.

**Student activity.** To actively involve students, the number of different clubs was increased to 25. To develop the leadership qualities of students, their active inclusion in the life of the university, the University has a Student Parliament, consisting of the Student Senate and the Student Mazhilis, which consists of 9 student senators and 25 Mazhilis chairmen. The Student Parliament coordinates the work of all youth organizations. Accordingly, the share of socially engaged students increased from 37% to 45% from 2020 to 2022.

At the university, within the framework of the "Rukhani Zhangyru" program, 25 articles and 4 monographs were written in the period from 2020 to 2022.

In addition, the university puts a priority on the spiritual development and education of students; for this purpose, 6 local history expeditions were carried out, covering 129 people; plans for 2023 include 1 expedition, covering 120 people.

Presidential tests are the first experience in creating a system of physical training for the population, which includes a number of standards. The share of students who have passed the presidential tests in 2022 is 15%, 10% is planned for 2023 due to the fact that the number of students able to pass them is becoming smaller every year, and the relevance of this test is decreasing.

In the implementation of youth policy, students who have achieved excellent, creative, sports results in their studies at the university are given the opportunity to participate in international and

republican subject Olympiads, scientific projects, creative competitions, major Asian and world sports competitions. During 2020-2022, 453 students became prize-winners and winners in various creative, intellectual, sports competitions and olympiads, of which 325 students were on the podium of republican competitions and 128 international ones.

For students who take an active part in the public life of the university (student parliament, career guidance work, debate clubs, volunteer movements, etc.) as well as for prize-winners in various creative, intellectual, sports competitions and olympiads, conditions are provided for providing social support and stimulating social on the part of the university, due to this it is planned to maintain the positive results of students.

**Digitalization of the university.** The university is actively developing a digital ecosystem, which currently includes external and internal portals, an educational portal, AIS "Situation Center", a mobile application, and an automated information system "Univer".

The university has a CCTV Camera Situation Center, the IT infrastructure has been modernized, servers and computers have been purchased, high-speed Internet (1 GBIT/sec) has been installed, and educational buildings are partially equipped with a Wi-fi wireless network. The Department of Information Technology has installed 500 IP CCTV cameras, covering 90% of campuses and classrooms. The transition to an electronic internal document management system on the Bitrix platform was carried out.

Basic business processes are serviced through the Student Service Center and the Smart ARSU mobile application, implemented since October 2019. Currently, the Smart ARSU mobile application includes online services for students and teaching staff of the university. In general, 80% of the university's business processes are fully automated.

**The policy of protecting the health and preventing diseases of students and employees** is one of the priorities in the work of the university. For these purposes, the university has a student clinic, which provides the full range of outpatient services within the framework of the Statewide Volume of Medical Care and Compulsory Medical Insurance. The operation of the clinic is carried out on the basis of a state license and relevant applications. Students, as well as foreign full-time students, are assigned to the clinic for the period of study, which allows them to receive all types of medical services, including emergency ones. The clinic has been funded by the Social Health Insurance Fund since 2018. The clinic is equipped with all necessary medical equipment and staffed by qualified medical personnel. In addition to treatment and diagnostic rooms, there is a treatment room, vaccination room, and physiotherapy room.

In addition, a health and wellness center was opened in 2022, staffed by the best psychologists in the area.

**SWOT analysis**

Based on the results of the SWOT analysis, strengths and weaknesses, as well as existing opportunities and threats, were identified.

| A. Strengths | B. Opportunities |
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| • academic reputation of the university in the domestic educational market;<br>• modernization of educational programs: elements of dual education, Major-Minor programs;<br>• joint EP, double-diploma education;<br>• a fairly developed university ecosystem;<br>• integrated university-industry system: joint development of EP, involvement of practitioners;<br>• 100% provision of hostel accommodation for students;<br>• expanding academic freedom;<br>• transparency of decisions made;<br>• electronic document management, automation of online student services. | • implementation of a teacher training program for dual educational programs for small schools in the region;<br>• opening of new educational programs for postgraduate education (master's, doctoral, postdoctoral) and dissertation councils;<br>• training of multilingual teachers and special groups with English as the language of instruction;<br>• development of intellectual, scientific, technical and cultural creativity, support of labor enthusiasm and initiatives of student youth;<br>• expansion of SOP with leading domestic and foreign universities;<br>• development of non-formal education and retraining of teaching staff;<br>• an increase in the number of applications for participation in competitions for grant funding from the Ministry of Education and Science of the Republic of Kazakhstan;<br>• the possibility of the university becoming a center of academic excellence. |
| **C. Weaknesses** | **D. Threats** |
| • insufficient command of teaching staff in English;<br>• weak implementation of the double-diploma education program for master's and bachelor's degree programs;<br>• insufficient number of foreign students. | • outflow of school graduates to foreign universities;<br>• inflation and possible economic risks;<br>• decline in the level of well-being of the population;<br>• increase in the average age of personnel. |

# MISSION AND VISION, VALUES OF THE UNIVERSITY

**Mission:**

Formation of a qualified specialist and a "perfect personality" who has absorbed national values.

**Vision:**

A multidisciplinary classical university that provides the western region of Kazakhstan with qualified specialists and has become the core of applied science.

**Values:**

Ensuring academic integrity, equity and inclusion, striving for academic excellence.

# DEVELOPMENT PROSPECTS

Today, the field of education is changing rapidly. There are a number of challenges that require new approaches to the formation of the learning process (transformation):

- Globalization of education and labor market;
- Increasing the speed of updating knowledge and competencies;
- The transition of education online (digital platforms are changing the format of education and methods of delivering content, and the content itself);
- Decreased relevance of diplomas (certificates from international companies such as Amazon, Google, Microsoft, etc. allow you to gain professional skills faster than the average duration of a higher professional education program at universities);
- Development of artificial intelligence;
- Increasing competition in the field of education (in addition to traditional players, the market is being actively conquered by online platforms, online universities, and practice-oriented educational products;
- Global geopolitical turbulence (due to changes in the geopolitical situation, there is a possibility of reorienting students from Central Asian countries to Kazakhstan);
- Changing the structure of the labor market (development of start-up entrepreneurship and freelancing);
- Change in Generation Z values;
- Demographic changes.

According to the Ministry of Labor and Social Protection of the Republic of Kazakhstan, the population of Kazakhstan will continue to increase, the average annual population will increase by 8.2 million people by 2050 and reach 27.8 million people). The number of young people (15-28 years old) will increase by 0.5 million people by 2027 and will amount to 4.1 million people. During 2027-2033, the additional increase will be about 900 thousand people, and the total number of young people by 2033 will exceed 5 million people compared to 3.5 million in 2022.

In addition, the issue of fertility is acute in such large countries as India, China, Indonesia, etc. According to the World Population Prospects 2022, India will surpass China and become the most populous country in the world in 2023. According to the UN, India's population will cross the 1.5 billion mark by the end of this decade and will continue to rise slowly until 2064, when it will peak at 1.7 billion.

In this regard, in order to improve the quality of education, the competitiveness of teaching staff, scientific potential and, consequently, the attractiveness of the University for incoming flows of both local and international students, the University chooses a strategy in the form of concluding strategic partnerships with leading universities abroad. Strategic partnership will allow the University's resources to be concentrated on solving most of the problems listed in this program. Thus, it is expected that the issues of increase will be resolved:

Academic quality through the transfer of experience, best practices, advanced training of teaching staff, exchange of experience, raising standards, increasing the number of attracted foreign teaching staff from a partner university;

Internationalization through targeted training of teaching staff in English, foreign internships of teaching staff at a partner university, expansion of incoming and outgoing academic mobility of students, co-supervision of master's and PhD dissertations of teaching staff at a partner university, creation of double-degree educational programs;

The effectiveness of scientific research through work on joint scientific projects and publications with a partner university, joint submission of applications for grants or targeted funding, scientific internships, implementation of international scientific projects;

Within the framework of a strategic partnership, systematic updating of the academic and laboratory infrastructure of the branch and related technical educational programs and the university as a whole.

# MAIN STRATEGIC DIRECTIONS (PURPOSES, TASKS, TARGET INDICATORS)

The Development Program for 2023–2027 identifies 5 priority strategic directions. The strategic directions of the university's activities are formed for a five-year period, but are subject to adjustment, which depends on external factors such as changes in the economic situation, the needs of Kazakhstan and the region of the labor force, and increased competition in the international market of educational services.

Monitoring, analysis, performance assessment and adjustment of the implementation of the University Development Program will be carried out by the Department of Strategic Planning, based on indicators and indicators.

**Priority direction 1.**

| № | Direction and target indicators | unit of measurement | 2023 | 2024 | 2025 | 2026 | 2027 |
|---|---|---|---|---|---|---|---|
| | **Priority direction 1. Ensuring high-quality training of competitive personnel** | | | | | | |
| | **Purpose: Training specialists with in-demand skills who can adapt to changing conditions.** | | | | | | |
| | **Target indicators** | | | | | | |
| 1 | Educational services in the field of higher and postgraduate education | per. | 12000 | 13500 | 13550 | 13550 | 13600 |
| 2 | The share of those admitted to the university who have the "Altyn Belgi" signs, winners of international Olympiads and scientific project competitions of the last three years, winners of the presidential, republican Olympiads and scientific project competitions of the current academic year, international and republican competitions of performers and sports competitions (awarded with diplomas of the first, second and third degree) from their total number | % | 4 | 4,2 | 4,3 | 4,4 | 4,6 |
| 3 | The degree of satisfaction of students, teaching staff with the quality of educational services and the ecosystem | % | 65 | 70 | 72 | 74 | 76 |
| 4 | Contingent of students studying under programs of foreign branches created on the basis of the university | per. | 300 | 530 | 710 | 920 | 920 |

**Objectives and key performance indicators of direction 1.**

| № | Tasks and key performance indicators | unit of measurement | 2023 | 2024 | 2025 | 2026 | 2027 |
|---|---|---|---|---|---|---|---|
| **Task 1.1. Creating conditions (inclusion, access to digital resources) for students** | | | | | | | |
| 1 | **KPI**: Level of created conditions for inclusive education at the university | % | 30 | 35 | 40 | 45 | 50 |
| 2 | **KPI**: Share of educational programs in which the world's digital libraries are used | % | 41 | 41,5 | 42 | 42,5 | 43 |
| 3 | **KPI**: Percentage of students using the world's digital libraries in the educational process | % | 5,8 | 6,6 | 10 | 11,7 | 12,9 |
| **Task 1.2. Organization of events and work for the employment of graduates, as well as the development of innovative educational programs** | | | | | | | |
| 1 | **KPI:** Proportion of graduates employed in the first year after graduation | % | 70 | 71 | 72 | 73 | 74 |
| 2 | **KPI:** The share of attracted practical specialists for teaching academic disciplines from among employers, representatives of business structures from the total number of teaching staff. | % | 10 | 10,1 | 10,2 | 10,3 | 10,4 |
| 3 | **KPI:** Share of innovative educational programs developed at the request of industry associations and enterprises | % | 10 | 11 | 12 | 13 | 14 |
| **Task 1.3. Development of potential and advanced training of university staff and residents of the region** | | | | | | | |
| 1 | **KPI**: The share of teaching staff teaching in English from the total number of teaching staff. | % | 16 | 18 | 20 | 21 | 21 |
| 2 | **KPI**: Number of students in Silver University programs | per. | 60 | 65 | 70 | 75 | 80 |
| 3 | **KPI**: Number of students in non-formal education programs (except Silver University) | per. | 70 | 75 | 80 | 85 | 90 |
| 4 | **KPI**: Number of students in non-formal education programs aimed at improving digital literacy aged 6-74 years | per. | 80 | 85 | 90 | 93 | 97 |

**Priority direction 2.**

| № | Direction and target indicators | unit of measurement | 2023 | 2024 | 2025 | 2026 | 2027 |
|---|---|---|---|---|---|---|---|

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| | **Priority direction 2. Development and improvement of the efficiency of scientific research and innovative developments** | | | | | | |
| | **Purpose: Improving the quality of scientific research and introducing research results into production.** | | | | | | |
| | **Target indicators** | | | | | | |
| 1 | Number of memorandums and agreements on acceptance of patronage concluded with representatives of large businesses in terms of scientific and innovative activities | pc. | 4 | 4 | 5 | 5 | 6 |
| 2 | Number of joint dissertation councils with research institutes | pc. | 1 | 2 | 2 | 3 | 3 |
| 3 | Number of articles and reviews by OVPO/research institute workers in high-ranking publications Q1, Q2 Journal Citation Reports JCR | pc. | 10 | 12 | 14 | 16 | 18 |

**Tasks and key performance indicators of direction 2.**

| № | Tasks and key performance indicators | unit of measurement | 2023 | 2024 | 2025 | 2026 | 2027 |
|---|---|---|---|---|---|---|---|
| **Task 2.1. Expansion of international scientific and technical cooperation with scientific centers and educational institutions** | | | | | | | |
| 1 | **KPI**: Number of scientific projects and programmes in international collaboration based on intergovernmental agreements | pc. | 1 | 2 | 2 | 3 | 3 |
| 2 | **KPI**: Share of international scientific projects in total number of scientific projects | % | 10 | 11 | 11 | 12 | 12 |
| 3 | **KPI**: Number of contracts (memorandums) with leading world scientific centers to strengthen the integration of domestic science into the international scientific space | pc. | 0 | 1 | 1 | 2 | 2 |
| **Task 2.2. Increasing the number of teaching staff engaged in research work and ensuring interaction with research centers and institutes.** | | | | | | | |
| 1 | **KPI: Share of teaching staff engaged in research work** | % | 10 | 13 | 14 | 16 | 18 |
| 2 | **KPI**: Number of scientists who completed internships at leading scientific centers in the world | per. | 2 | 4 | 4 | 5 | 5 |
| 3 | **KPI:** Number of young teaching staff engaged in research work | per. | 30 | 35 | 35 | 36 | 36 |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| 4 | **KPI:** Number of research institute scientists on the university teaching staff on a part-time basis and/or hourly pay | per. | 4 | 4 | 5 | 5 | 6 |
| **Task 2.3. Development of innovative activities with the aim of creating high-tech scientific and technical products, innovative patents and startup projects** | | | | | | | |
| 1 | **KPI:** The share of startup projects implemented by employees studying at the university from the total number of scientific projects | % | 0,5 | 0,5 | 1 | 1 | 1,5 |
| 2 | **KPI:** The number of patents obtained within the framework of research, implemented at the expense of the state budget | unit | 1 | 2 | 2 | 3 | 3 |
| 3 | **KPI:** Number of commercialized research projects | unit | 1 | 3 | 3 | 3 | 4 |

**Priority direction 3.**

| № | Direction and target indicators | unit of measurement | 2023 | 2024 | 2025 | 2026 | 2027 |
|---|---|---|---|---|---|---|---|
| | **Priority direction 3. Internationalization and international cooperation** | | | | | | |
| | **Purpose: To develop international cooperation and increase the prestige of the university** | | | | | | |
| | **Target indicators** | | | | | | |
| 1 | Number of international educational programs of the university | unit | 1 | 3 | 3 | 3 | 4 |
| 2 | The position of the university in the QS Asia University Rankings | place | 551 | 551 | 551 | 551 | 551 |
| 3 | Number of programs included in QS-BY SUBJECT, TOP-100 | unit | 0 | 1 | 1 | 1 | 2 |

**Tasks and key performance indicators of direction 3.**

| № | Tasks and key performance indicators | unit of measurement | 2023 | 2024 | 2025 | 2026 | 2027 |
|---|---|---|---|---|---|---|---|
| **Task 3.1. Establishment of partnerships with foreign universities and other partners to ensure the improvement of the educational process, professional development of teachers and the quality of training of specialists** | | | | | | | |
| 1 | **KPI:** The degree of involvement of branches of foreign universities in the activities of a domestic university (transfer of experience of foreign partners in the formation of university | % | 5 | 5 | 8 | 8 | 10 |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| | management, transfer of educational technologies (teaching methods, evaluation of academic achievements, academic policy, etc.), involvement of teaching staff of established branches in the implementation of domestic educational programs, updating the EP taking into account the experience of a foreign branch, exchange of experience of teaching staff, scientific-research activities, youth policy, financial policy) | | | | | | |
| 2 | **KPI:** The number of educational programs in which representatives of the established branches are involved in the academic process | unit | 3 | 3 | 3 | 3 | 4 |
| 3 | **KPI:** The number of educational programs within the framework of double-degree education with partner universities from among the TOP-700 of the QS rating | unit | 1 | 3 | 3 | 3 | 3 |
| **Task 3.2. Expansion of academic mobility and the contingent of international students** | | | | | | | |
| 1 | **KPI:** The share of students who went abroad under the academic mobility program for at least a trimester, semester, academic year from the total number of students | % | 0,3 | 0,3 | 0,4 | 0,4 | 0,5 |
| 2 | **KPI:** The share of students who entered the academic mobility program from abroad for at least a trimester, semester, academic year from the total number of students | % | 0,1 | 0,1 | 0,1 | 0,1 | 0,2 |
| 3 | **KPI:** Number of international educational programs of the university | unit | 0,5 | 0,9 | 0,9 | 0,9 | 0,9 |
| **Task 3.3. Involvement of foreign scientists and professional development of teaching staff** | | | | | | | |
| 1 | **KPI:** The share of foreign experts involved in teaching | % | 8 | 8,3 | 8,5 | 8,8 | 9 |
| 2 | **KPI:** The share of teaching staff who have completed advanced training and foreign internship | % | 20 | 22 | 24 | 26 | 28 |

**Priority direction 4.**

| № | Direction and target indicators | unit of measurement | 2023 | 2024 | 2025 | 2026 | 2027 |
|---|---|---|---|---|---|---|---|
| | **Priority direction 4. Education of a harmoniously developed personality on the basis of universal values** | | | | | | |

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|---|---|---|---|---|---|---|---|
| | **Purpose: To improve the spiritual, moral, aesthetic and labor education of the students** | | | | | | |
| | **Target indicator** | | | | | | |
| 1 | The share of university students involved in organized social activities, including through student self-government and the debate movement in order to increase the level of citizenship and patriotism | % | 45 | 46 | 47 | 48 | 49 |

**Tasks and key performance indicators of direction 4.**

| № | Tasks and key performance indicators | unit of measurement | 2023 | 2024 | 2025 | 2026 | 2027 |
|---|---|---|---|---|---|---|---|
| **Задача 4.1. Provision of living conditions for students** | | | | | | | |
| 1 | **KPI:** The number of beds entered in student dormitories | unit | 1800 | 1870 | 1900 | 1950 | 2000 |

**Priority direction 5.**

| № | Direction and target indicators | unit of measurement | 2023 | 2024 | 2025 | 2026 | 2027 |
|---|---|---|---|---|---|---|---|
| | **Priority direction 5. Ensuring sustainable financial and economic development of the University** | | | | | | |
| | **Purpose: To ensure financial and economic stability and effective investment of financial resources of the university.** | | | | | | |
| | **Target indicator** | | | | | | |
| 1 | The share of financial resources spent on updating educational and scientific equipment | % | 5 | 5 | 6 | 6 | 7 |

**Tasks and key performance indicators of the direction 5.**

| № | Tasks and key performance indicators | unit of measurement | 2023 | 2024 | 2025 | 2026 | 2027 |
|---|---|---|---|---|---|---|---|
| **Task 5.1. Diversification of the university's income sources.** | | | | | | | |
| 1 | **KPI:** The volume of attracted investments for the development of the university from the total income of the | thousand tenge | 35 000 | 40 000 | 45 000 | 50 000 | 55 000 |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| | university | | | | | | |
| **Task 5.2. Increasing research funding** | | | | | | | |
| 1 | **KPI:** The volume of private co-financing commercialized RSSTA projects and applied scientific research (LEA, business representatives) | thousand tenge | 500 | 1500 | 1500 | 1700 | 1700 |
| 2 | **KPI:** The share of income by research and development | % | 4,5 | 5 | 5 | 5 | 5 |
| 3 | **KPI:** The amount of research income from the total income of the university (for research universities) | thousand tenge | 485 000 | 510 000 | 510 000 | 510 000 | 510 000 |

## EXPECTED RESULTS

1. **Recognized high quality academic programmes:**
- Increase institutional accreditation of educational programmes to 90% by 2027;
- The share of foreign experts involved in teaching activities by 2027 will be 9%;

2. **Ensuring high quality of education and employment of graduates:**
- By 2027, the aim is to increase the level of employment of graduates to 74% or more.

2. **Formation of an inclusive environment:**
- By 2027, it is planned to increase the level of conditions for students with special needs by 50%.

3. **Effective partnership between university, local executive body and industry:**
- Strengthening and expansion of partnership with regional and international industrial companies such as JSC «CNPC-Aktobemunaigas», AFP, Shell, Schlumberger Kazakhstan and others;
- Creation of innovative EPs developed for industry associations and enterprises, the share of which by 2027 will be 14%.

4. **Development of strategic partnerships with leading world universities and organizations:**
- The share of international scientific projects will be 12% by 2027;
- Increase the number of international educational programs of the university to 4 by 2027.
- The degree of involvement of the branch of the foreign university partner in the activity of the university (transfer of educational technologies (teaching methods, evaluation of academic achievements, academic policy, etc.), involvement of the faculty of the established branches to the implementation of educational programs, update of the EP taking into account the experience of the foreign branch, etc.) will be increased to 10% by 2027.

5. **High scientific activity:**
- Annual increase in the number of memorandums and agreements on acceptance of sponsorship concluded with representatives of large business in the area of scientific and innovative activities to 6 units by 2027;

6. **Multilingual and highly competitive teaching staff:**
- By 2027, the share of teaching staff who have undergone advanced training and foreign internship will be 28%;
- Increase to 21% the proportion of teaching staff in English.

7. **Participation in authoritative international rankings:**
- participation in the international ranking Times Higher Education (THE).

## RESOURCES

| Resources | Units of measurement | Planning period (year) | | | | |
|---|---|---|---|---|---|---|
| | | 2023 | 2024 | 2025 | 2026 | 2027 |
| Budget programme 204 Provision of personnel with higher and postgraduate education, under the subprogramme 100 Training of specialists with higher, postgraduate education and social support for students, by specifics 159 Payment of other services and works by education» | thousand tenge | 5234000 | 5757400 | 6333100 | 6966400 | 7663000 |
| Budget program 217 «Development of science» subprogramme 102 «Grant funding of scientific research», specifics 156 «Payment of consulting services and research» | thousand tenge | 397000 | 400000 | 415000 | 425000 | 435000 |

# PLAN OF ACTIVITIES FOR THE ORGANIZATION OF THE DEVELOPMENT PLAN

| № | the title of the event | Completion Form | Completion dates | Responsible executors |
|---|---|---|---|---|
| 1 | Organization of annual subject Olympiads among schoolchildren at the university with active promotion of admission to the university for the implementation of talent management, active participation in the work of the Daryn scientific and practical center (Aktobe branch), the Minor Academy of Sciences, continuation of work with schools in preparation for the Olympiad and scientific projects | Olympics | Annually | Department of Career and Vocational Guidance |
| 2 | Allocation of funds for the installation of ramps and the purchase of books in Braille. Creation of conditions for barrier-free access, etc. | Ramps, elevators, etc. | Annually | Department of Economic Planning, Department of Academic Quality Improvement |
| 3 | Organization of work on the employment of graduates under the state educational order and bringing the employment rate to plan | Information | Annually | Department of Career and Vocational Guidance |
| 4 | Study and analysis of the labor market for specialists who meet the requirements of the modern trend in the development of the economy and society, with the aim of developing innovative educational programs in accordance with the atlas of new professions | Innovative EP | Annually | Department of Academic Excellence |
| 5 | Concluding agreements with regional dormitories to reserve places for university students | Contracts | Annually | Department of Social Affairs and Youth Policy |
| 6 | Introduction into the educational process of the requirement to use the world's digital libraries when conducting research and literature reviews | Information | Annually | Library |
| 7 | Introduction into the educational process of the requirement to use the world's digital libraries. The impact of using digital libraries on the final grade given to students | Access to the world's digital libraries | constantly | Library |

| | | | | |
|---|---|---|---|---|
| 8 | Implementation of double-diploma and joint educational programs with foreign partner universities, opening of global EP for foreign students. Concluding agreements with potential partner universities | EP | Annually | Department of International Cooperation |
| 9 | Concluding agreements with partner universities, conducting explanatory work with students regarding mobility conditions, conducting training courses in Chinese, Korean, Turkish and English | Number of students who left for academic mobility | Annually | Department of International Cooperation |
| 10 | Conducting round tables, seminars with partner universities in order to attract foreign students, concluding agreements, conducting educational programs in English | Round tables, seminars, etc. | Annually | Department of International Cooperation |
| 11 | Concluding agreements with partner universities, attracting students from abroad | Contracts | Annually | Department of International Cooperation |
| 12 | Conducting courses to improve English language skills. Incentivizing teaching staff teaching in English to reduce workload | Courses | Annually | Department of further education |
| 13 | Intensifying work with foreign universities in the field of academic exchange of scientists and students, including online academic mobility | Information | Annually | Department of International Cooperation |
| 14 | Expanding internship opportunities for university teachers, expanding the participation of employees and students in international programs and projects in the field of education and science | Internships | Annually | Department of further education ,Department of International Cooperation |
| 15 | Involvement of students in the implementation of social projects named after ARU. K. Zhubanov ("Zhubanov's Caravan", "Zhubanov's House of Common Sense", "Zhubanov's Initiatives", "Zhubanov's Warmth", "ProActive", "The Relic May Not Remain in the Ground", etc.). Creation of a system of motivation of students' involvement in the work of student self-government | Projects | Annually | Department of Social Affairs and Youth Policy |
| 16 | Conducting evening courses aimed at training and retraining representatives of the older generation | Courses Conducted | Annually | Department of further education |
| 17 | Attracting partners to conduct advanced training courses on the basis of the technology park and academic block | Courses Conducted | Courses Conducted | Department of further education |
| 18 | Attracting partners from IT companies and educational centers to conduct courses based on the university's technology park | Courses Conducted | Courses Conducted | Department of further education |

| | | | | |
|---|---|---|---|---|
| 19 | Carrying out organizational work to improve the indicators of the international QS rating (academic reputation, reputation of employers, foreign teachers and students) | Rating | Annually | Department of International Cooperation |
| 20 | Implementation of best practices in the administration of academic, scientific and economic activities of the partner university. Organization of meetings, round tables, seminars to strengthen cooperation between universities with the involvement of representatives of the administrative, managerial, academic, scientific block of the two universities | Seminars, memorandums | Annually | Department of International Cooperation |
| 21 | Conducting marketing events, on-site sessions, school visits, live broadcasts, trips to other cities and holding open days. Conducting entrance exams in advance. Launching targeted advertising | Marketing events | Annually | Department of International Cooperation |
| 22 | Establishing partnerships with foreign universities and scientific organizations | Scientists involved | Annually | Department of International Cooperation |
| 23 | Consistently improving the quality of education, university environment, work environment and business processes | Survey | Annually | Department of Academic Excellence, Department of Social Affairs and Youth Policy |
| 24 | Activation of consulting work of the Department of Science to increase publications of the university teaching staff in publications included in the 1st, 2nd, 3rd quartiles, according to the Journal Citation Reports of Clarivate Analytics and the Scopus database | Publications | Annually | Department of Science and Innovation |
| 25 | Organization and holding of scientific and practical conferences, seminars, meetings, round tables on current issues of innovative development of the university and improvement of the postgraduate education system. | Conferences, seminars, etc.. | Annually | Department of Science and Innovation |

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|---|---|---|---|---|
| 26 | Creation of an effective system of financial and economic forecasting of the university's income level for certain types of activities for timely decision-making on the redistribution of resources to priority areas | Report | Annually | Department of economic planning |
| 27 | Expanding international scientific and technical cooperation with educational institutions and research and production companies in foreign countries | Scientists involved | Annually | Department of Science and Innovation, Department of International Cooperation |
| 28 | Involving research institute scientists for co-supervision of master's and doctoral dissertations and/or teaching | Scientists involved | Annually | Department of Science and Innovation |
| 29 | Participation in international scientific and educational projects of young scientists and attraction of foreign scientists to implement projects | Report | Annually | Department of Science and Innovation |
| 30 | Improving the mechanism for attracting practitioners to the educational process | Information | Annually | Department of Academic Activities |
| 31 | Creation of six digital laboratories within the Center for Academic Excellence on the basis of the Innovation Park, which will integrate the achievements of university scientists into the development of the region in such industries as materials science, chemical and oil and gas industries, metallurgy, and IT technologies | Laboratory | Until 2027 | Department of economic planning |
| 32 | Motivating scientists to submit applications within the framework of commercialization projects of the Science Foundation, the World Bank, and other organizations. Conducting information sessions on the conditions of participation in the above organizations. Initiation of seed funding for the university for the commercialization of projects | Events held and applications submitted | Annually | Department of Science and Innovation |
| 33 | Conducting information sessions on the conditions of participation in acceleration programs of republican significance (IT HUB, Qaz Innovations, Astana business campus) for students and employees of the university. Conducting our own events to popularize innovative entrepreneurship at the University TechnoPark | Events held and applications submitted | Annually | Department of Science and Innovation |

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|---|---|---|---|---|
| 34 | Researching business and regional problems and proposing solutions to problems with the involvement of university teaching staff. Expanding the network of university partners among representatives of the regional administration and the business community (Round tables, seminars, visiting sessions) | Contracts | Annually | Department of economic planning |
| 35 | Allocation of funds by the university for patenting the most promising research results. Financial and other incentives for teaching staff for patenting research work | funds | Annually | Department of Science and Innovation |
| 36 | Increasing interaction with foreign commercial, non-profit and public organizations, institutions, societies and foundations, aimed at improving international activities, as well as scientific and innovative activities | Memorandum /agreement | Annually | Department of Science and Innovation |
| 37 | Participation in international scientific and educational projects of young scientists and attraction of foreign scientists to implement projects | Contracts, agreements, applications | Annually | Department of Science and Innovation |
| 38 | Organization of meetings, round tables, seminars to strengthen the scientific and technical base of the university with the involvement of partner organizations, industrial and processing enterprises of the Aktobe region | Meetings/Round Tables | During the year | Department of Science and Innovation |
| 39 | Conclusion of memorandums with representatives of the business community | Memorandum | Annually | Department of Science and Innovation |
| 40 | Conclusion of agreements with research institutes | Contract | Annually | Department of Science and Innovation |
| 41 | Attracting budgetary and extra-budgetary funds for scientific, innovative, educational activities | Report | Annually | Economic Planning Department |