



## **DEVELOPMENT PROGRAM OF NJSC «ABAI KAZAKH NATIONAL PEDAGOGICAL UNIVERSITY» FOR 2023-2029**

MISSION 

VISION 

VALUES 

PROSPECTS 



**DEVELOPMENT PROGRAM  
OF NJSC «ABAI KAZAKH NATIONAL PEDAGOGICAL  
UNIVERSITY» FOR 2023-2029**

**ALMATY, 2023**

## CONTENT

<b>1. PROGRAM PASSPORT</b> .....	4
<b>2. EXTERNAL ENVIRONMENT AND CURRENT SITUATION ANALYSIS</b>	
2.1. Global trends in higher education.....	7
2.2. Trends in pedagogical education in Kazakhstan.....	8
2.3. Abai University today.....	9
2.4. SWOT analysis.....	11
<b>3. MISSION, VISION, VALUES AND DEVELOPMENT PROSPECTS</b> .....	13
<b>4. STRATEGIC DIRECTIONS OF ABAI UNIVERSITY</b>	
Direction 1. Abai University – center for academic excellence.....	14
Direction 2. Abai University – pedagogical research university.....	18
Direction 3. Abai University – socially responsible university.....	22
Direction 4. Abai University – Friendly campus.....	25
<b>5. AVAILABLE RESOURCES</b>	
5.1. Human resources.....	27
5.2. Educational resources.....	28
5.3. Library resources.....	29
5.4. Material and technical resources.....	30
5.5. Financial resources.....	31
<b>6. EXPECTED RESULTS</b> .....	32
<b>7. KEY PERFORMANCE INDICATORS</b> .....	33
<b>8. EXPLANATION OF ABBREVIATIONS AND GLOSSARY</b> .....	42

## 1. PROGRAM PASSPORT

<b>Program name</b>	The development program of the NJSC «Abai Kazakh National Pedagogical University for 2023-2029»
<b>The basis for the development of the Program</b>	<p>The Law of the Republic of Kazakhstan dated 27 July, 2007 No. 319-III «On Education»;</p> <p>The Law of the Republic of Kazakhstan dated July 11, 1997 No.151-I «On Languages in the Republic of Kazakhstan»;</p> <p>The Law of the Republic of Kazakhstan dated February 18, 2011 №407-IV «On Science»;</p> <p>The Law of the Republic of Kazakhstan dated October 31, 2015 No. 381-V «On commercialization of the results of scientific and (or) scientific and technical activities»;</p> <p>The Law of the Republic of Kazakhstan dated 18 November 2015 № 410-IV «On Combating Corruption»;</p> <p>The Law of the Republic of Kazakhstan dated July 4, 2018 No. 171-VI «On amendments and additions to some legislative acts of the Republic of Kazakhstan on the expansion of academic and managerial independence of higher educational institutions»;</p> <p>The Law of the Republic of Kazakhstan dated December 27, 2019 No. 293-VI «On the status of a teacher»;</p> <p>The Decree of the President of the Republic of Kazakhstan dated February 15, 2018 No. 636 «On approval of the Strategic development plan of the Republic of Kazakhstan until 2025 and invalidation of certain decrees of the President of the Republic of Kazakhstan»;</p> <p>The Decree of the President of the Republic of Kazakhstan dated February 26, 2021 No. 521 «On amendments to the Decree of the President of the Republic of Kazakhstan dated February 15, 2018 No. 636 «On approval of the Strategic development plan of the Republic of Kazakhstan until 2025 and invalidation of certain decrees of the President of the Republic of Kazakhstan»;</p> <p>The message of the Head of State Kassym-Jomart Tokayev to the People of Kazakhstan dated September 2, 2019 «Constructive public dialogue - the basis of stability and prosperity of Kazakhstan»;</p> <p>The message of the Head of State Kassym-Jomart Tokayev to the people of Kazakhstan dated September 1, 2020 «Kazakhstan in a new reality: time for action»;</p> <p>The message of the Head of State Kassym-Jomart Tokayev to the people of Kazakhstan dated September 1, 2021 «Unity of the people and systemic reforms are a solid foundation for the nation's prosperity»;</p> <p>The message of the Head of State Kassym-Jomart Tokayev to the people of Kazakhstan dated March 16, 2022 «New Kazakhstan: Path of Renewal and Modernization»;</p> <p>The message of the Head of State Kassym-Jomart Tokayev to the people of Kazakhstan dated September 1, 2022 «A Fair State. One Nation. Prosperous Society»;</p> <p>The message of the Head of State Kassym-Jomart Tokayev to the people of Kazakhstan dated September 1, 2023 «The Economic course of a Fair Kazakhstan»; №827;</p> <p>National Projects: «Quality Education «Educated Nation»; and «Technological breakthrough through digitalization, science and innovation» approved by the</p>

	<p>Decree of the President of the Republic of Kazakhstan No. 670 dated October 7, 2021;</p> <p>The Resolution of the Government of the Republic of Kazakhstan dated March 28, 2023 No. 248. «On approval of the Concept of development of higher education and science of the Republic of Kazakhstan for 2023-2029»</p> <p>The Resolution of the Government of the Republic of Kazakhstan dated October 16, 2023 No. 914 «On approval of the Concept of Development of language policy in the Republic of Kazakhstan for 2023-2029»;</p> <p>A program for the development of Almaty until 2025 and medium-term prospects until 2030, approved at the XXV session of the maslikhat of Almaty city on September 12, 2022</p> <p>The concept of teacher education development. Approved by the EMA (PMG) in the field of education «Pedagogical Sciences». Protocol No. 1 of November 11, 2022. Approved at the meeting of the REMC of the MSHE on December 08, 2022.</p>
<b>Program Developer</b>	NJSC «Abai Kazakh National Pedagogical University for 2023-2029»
<b>Goal of Program</b>	The Goal by 2029 is to become the leader of teacher education in Central Asia and create an innovative platform for training teachers of a new formation through transformation into a pedagogical research university.
<b>Program Objectives</b>	<ol style="list-style-type: none"> <li>1. Improvement, modernization, digitalization, and transformation of the existing educational model of the NJSC «Abai Kazakh National Pedagogical University for 2023-2029» (hereinafter – university) in order to train competitive specialists of a new formation in the face of global challenges and risks.</li> <li>2. Improvement and implementation of the results of fundamental and applied scientific research; RDW results in demand in the industry and in the republic and macroregion. training of scientific personnel and organization of scientific, expert, and analytical support for processes.</li> <li>3. Formation of a nurturing, educational, and professional environment at the university, based on the system of national values, Kazakh culture, and Abai's «Perfect Man» (the concept of «Tolyq Adam»).</li> <li>4. Improving the organizational structure of the university and the mechanisms of reproduction of managerial, scientific, and pedagogical personnel; mechanisms for attracting world-class scientists and experts capable of ensuring innovative development and international quality of educational services; and RDW results.</li> <li>5. Creation of a modern space taking into account the preservation of historical buildings and equipping the scientific, educational, and recreational spaces of the university with modern equipment.</li> <li>6. Creation of a comfortable digital infrastructure that will allow the implementation of educational and research programs and projects at a high level.</li> <li>7. Ensure the internationalization of education, the export of educational services, and the promotion of the university in the global educational and scientific space.</li> <li>8. Position and promotion of the university at the city, republican, macro-regional, and international levels.</li> </ol>

<b>Terms of implementation of the Program</b>	2023-2029 years
<b>Financial sources</b>	<p>The total income of the NJSC «Abai Kazakh National Pedagogical University» from the republican budget for 2023-2029 will amount to 77 747 535 thousand tenge, of which:</p> <p>funds from educational activities by state order – 72 239 060 thousand tenge, from academic mobility – 431 949 thousand tenge, from scientific activity – 5 076 526 thousand tenge; including in the context of 2023-2029:</p> <p><b>in 2023 – 10 674 936 thousand tenge, of which:</b> state order – 9 443 411 thousand tenge, academic mobility – 48 388 thousand tenge, science – 1 183 137 thousand tenge;</p> <p><b>in 2024 – 10 951 362 thousand tenge, of which:</b> state order – 9 825 242 thousand tenge, academic mobility – 50 000 thousand tenge, science – 1 076 120 thousand tenge;</p> <p><b>in 2025 – 10 720 248 thousand tenge, of which:</b> state order – 10 237 079 thousand tenge, academic mobility – 56 958 thousand tenge, science – 426 211 thousand tenge;</p> <p><b>in 2026 – 11 034 037 thousand tenge, of which:</b> state order – 10 413 580 thousand tenge, academic mobility – 60 149 thousand tenge, science – 560 308 thousand tenge;</p> <p><b>in 2027 – 11 294 581 thousand tenge, of which:</b> state order – 10 648 915 thousand tenge, academic mobility – 65 341 thousand tenge, science – 580 325 thousand tenge;</p> <p><b>in 2028 – 11 417 493 thousand tenge, of which:</b> state order – 10 786 583 thousand tenge, academic mobility – 70 485 thousand tenge, science – 600 425 thousand tenge;</p> <p><b>in 2029 – 11 614 878 thousand tenge, of which:</b> state order – 10 884 250 thousand tenge, academic mobility – 80 628 thousand tenge, science – 650 000 thousand tenge;</p> <p>extra-budgetary income of 2023-2029 is 34 585 896 thousand tenge, including by year:</p> <p>in 2023 – 4 677 907 thousand tenge; in 2024 – 4 708 063 thousand tenge; in 2025 – 4 907 676 thousand tenge; in 2026 – 4 973 972 thousand tenge; in 2027 – 5 065 503 thousand tenge; in 2028 – 5 106 106 thousand tenge; in 2029 – 5 146 669 thousand tenge.</p>

## 2. EXTERNAL ENVIRONMENT AND CURRENT SITUATION ANALYSIS

### 2.1. Global trends in higher education

**Uncertainty** is a megatrend in modern human life. In the new economic structure of «Industry 4.0» with the «knowledge economy», people who are able to work in conditions of uncertainty and perform complex analytical tasks that require a creative approach obtain more and more professional advantages. The question arises about a new component of education with a shift in emphasis towards the development of universal «skills of the 21st century»: the ability to think critically, operate with large amounts of data, work effectively in a team, and quickly adapt to changes.

The main trends in education are related to the information age and the possibility of solving problems such as the prospects of artificial intelligence, the worldview of generation «Z», the difficulties of adaptation in the information environment, the problems of freedom and cybersecurity, and new approaches in the philosophy of education and education management in the context of the values of the virtual world. The following global trends are relevant for education in general:

**Globalization.** The processes of globalization strengthen economic, political, ideological, and cultural (educational) ties between different countries and groups of countries. Depending on these global processes, each state builds its own trajectory of education in order to be in a state of constant competitiveness and actively cope with the challenges of objective reality.

**Internationalization.** The processes of globalization in the field of higher education are manifested as the internationalization of education.

**Massification** is driven by people's desire for sustainability and the well-being that higher education can provide. Mass education is favored by the existence of various mechanisms for financing tuition fees in world practice: full grant funding (Northern and Eastern Europe, North Africa, and Central Asia); partial grants (France, Spain, Italy, and Portugal); student loan systems (Colombia, Australia, Canada, the USA, England, and Japan); mixed type (in most post-Soviet countries). Kazakhstan is also developing in this direction.

**Increasing the accessibility (inclusiveness) of education** - ensuring the rights and social protection of all participants in the educational process, gender equality, inclusive education, i.e., involving not only students with special educational needs but also targeted support for students from low-income families, national minorities, etc.

The humanization of education is designed to form spirituality, personal culture, planetary thinking, and a holistic picture of the world. The development of personality in harmony with universal culture depends on the level of assimilation of basic humanitarian culture.

**Life-Long Learning.** Today, the world is dominated by the trend of life-long learning, where learning goes through a lifetime, in contrast to the previous model of «education for life». Now that they are already talking about LL & LL, continuing education is presented as lifelong learning and life-wide learning. Life-wide learning (LWL - life wide learning) involves expanding the coverage of various aspects of a person's life and teaching not only professional skills but also other vital, necessary, and simply interesting competencies for him.

In general, the main trends in the development of continuing education around the world are as follows:

- integration of formal and non-formal education. Recognition of the results of non-formal education provides an opportunity for citizens to gain access to formal education by accumulating academic credits.

- new technologies that increase the requirements for technical skills acquired informally. In sectors that depend on the use of new technologies, formal training may not keep pace with technological changes and the need for advanced training. Accordingly, the relevance of non-formal adult education is increasing.

– providing opportunities to integrate into the labor market by recognizing the results of non-formal education.

**Orientation to service to society:** The third mission of universities (social) in international practice focuses on the partnership of universities with organizations and local executive bodies, the involvement of young people in socially useful activities, and participation in the socio-economic development of the region.

## 2.2. Trends in pedagogical education in Kazakhstan

Kazakhstan's pedagogical education is facing a number of trends and challenges characteristic of the modern educational system in the country. Here are some of them:

**Modernization of curricula and programs:** as part of efforts to improve the educational system in Kazakhstan, work is underway to modernize curricula and programs. This includes a revision of the content of disciplines, an emphasis on the development of key competencies in students, the integration of modern technologies and relevant topics, as well as taking into account international educational standards.

**Transition to active teaching methods.** The pedagogical education of Kazakhstan focuses on the development of student activity, independent and research training, collective interaction, and practical application of knowledge.

**Development of the competence approach.** This means that curricula and programs are focused on the development of not only knowledge but also the skills, abilities, and values of students. Critical thinking, communication skills, self-organization, creative thinking, and others are important competencies.

**Integration of information and communication technologies.** In pedagogical education, work is being carried out on the development and use of modern educational technologies, including the use of electronic resources, online platforms, and other tools.

**Multilingual education:** due to the multinational composition of the population in Kazakhstan, the development of multilingual education is an urgent challenge. Pedagogical education should ensure the training of teachers who are able to work with different languages and cultures, as well as the development of programs that ensure the development of language competencies in students.

**Internationalization** opens up wide opportunities for international cooperation, the integration of pedagogical education into the global educational space, and increasing the competitiveness of pedagogical education. There has been a positive trend in the participation of pedagogical universities in Kazakhstan in the international ranking of the best universities in the world.

**Micro-learning** in education is a trend based on the presentation of short, accessible, and personalized learning modules that promote flexibility, interactivity, and practical application of knowledge.

The need for transformation is due to the gap between the content of the programs of pedagogical universities and school education. It is implemented in the following ways:

– updating educational programs for the training of teaching staff in accordance with the professional standard of the teacher and the national and sectoral qualification framework in the field of education.

– introduction of a new format of continuous pedagogical practice from 1st to 4th courses.

– ensuring that the skills of graduates meet the requirements of practice: close scientific and practical interaction of universities with organizations of preschool and secondary education: branches of departments in kindergartens and schools, the involvement of practical teachers, and others.

**Introduction of elements of dual training.** Training of personnel simultaneously in two directions—theoretical and practical. 1/3 of the time of study, the student receives basic knowledge at the university; 2/3 receives practical skills in educational organizations.

**Training of teachers for ungraded schools.** As part of the training of teachers, training in the dual educational software of the bachelor's degree is foreseen: «Chemistry – Biology», «Mathematics –



Physics», «Mathematics – Computer Science», «Physics – Computer Science», «Geography – History», «History – relevance», etc.

**Training of teachers with multilingual education.** The volume of foreign language credits has increased. Pedagogical universities train teaching staff in English in the specialties «Biology», «Chemistry», «Physics» and «Computer Science», «Preschool education and upbringing».

**Inclusive education.** The creation of conditions for equal access to quality education for citizens with special educational needs (SEN) at the legislative level is an indicator of the social responsibility of universities. In this direction, the country's universities are carrying out purposeful work: the development of educational programs taking into account inclusion, the training of scientific and pedagogical personnel to work with students with SEN, the creation of departments of inclusive education, and the strengthening of a special material and technical base.

**Distance education.** Distance education provides students with access to alternative sources of information, increases the efficiency of independent work, gives new opportunities for creativity and the acquisition and consolidation of various professional skills, and allows teachers to implement innovative forms and methods of teaching.

The tasks of teaching teams are to define the vision and ensure that students acquire a «moral compass»—a sense of right and wrong and stable habits necessary for a happy life due to the intellectual, spiritual, moral, and physical development of the student through leadership, communication, civic and social responsibility, research skills, entrepreneurship, volunteering, etc.

**Implementation of the state's language policy** It is carried out by the university in educational, scientific, social, and managerial activities, taking into account the concept of the development of the language policy of the Republic of Kazakhstan for 2023-2029.

### 2.3. Abai University today

Abai University is a major center of education, science, and culture, one of the leading universities, and the leader of pedagogical education in Kazakhstan. It will be 95 years old in 2023. Abai University combines in its activities the age-old tradition of education and upbringing of the younger generation, modern achievements of science and technological changes, and innovative approaches. The competitive advantages of the university are its multilingualism, multiculturalism, openness, and inclusiveness, as well as its focus on national values of education. The geographical location of the university in the historical center of the metropolis of Almaty, at the foot of the Trans-Ili Alatau, makes it an attractive place to study.

As you know, the achievement of academic excellence in universities sets three main strategic goals: participation in the world's leading university rankings; focus on big business and the creation of first-class science centers and RDW financing; training for the needs of the labor market, including future ones; and the absorption of new knowledge. Abai University actively participates in international rankings. In the QS World University Rankings 2024, the university ranks 681-690. In the QS Asia University Rankings 2023, it is in 147th place (4th place among Kazakh universities and universities in Central Asia). In QS by Subject 2023, the university entered the top 100 in the specialty «English language and literature» taking 95th place in the global ranking; in the category «Arts and Humanities» the university took 278th place in the global ranking and took 3rd place among domestic universities; in the specialty «Linguistics» the university takes 201-250th place among universities of the world and 3rd place among universities of Kazakhstan; in the category «Social Sciences and Management» in the specialty «Education and Training» the university took 76th place in the global ranking, which corresponds to the first place among universities of Kazakhstan. In the QS Stars Rating System 2022, the university was awarded 4 «stars» out of 5 possible ones.

Abai University is one of the few Kazakh EPHP, participating in the «green rating» of the UI Greenmetric and Times Higher Education Impact Rankings. It should be noted that for the second year in a row, Abai University has become the leader among Kazakhstani universities participating in the

Times Higher Education Impact Rankings (ranked 601–800). The university is developing an energy efficiency and carbon footprint reduction program.

In the national rankings of universities and educational programs, the university occupies a leading position among the pedagogical universities in the country. In 2023, in the Institutional Ranking in the fields of sciences in the direction of «Pedagogical Sciences» the university takes 1st place at all levels of education (bachelor's, master's, doctoral studies). In addition, the TOP 10 included the following areas of training sciences: «Arts and Humanities», «Social Sciences, Journalism, and Information», «Business, Management, and Law», and «Natural Sciences, Mathematics, and Statistics».

Abai The university has 16,151 students studying in various fields; 86 bachelor's programs, 64 master's programs, and 26 doctoral programs are being implemented. In the ranking of universities in the country by groups of educational programs (GEP), 54 GEP of Abai KazNPU won prizes, including 34 in 1st place, 19 in 2nd place, and one in 3rd place.

Abai University was the first among the universities in Kazakhstan to receive the international anti-corruption certificate ISO 37001-2016. The Anti-Corruption Council and the “Parasat” Center were established.

Abai University implements social projects: «Izgilik elshisi – Accelerator of Kindness», Honors College, «Digital Volunteering», «WEB Tutor», and «Pedagogical Classes». The project «Izgilik Elshisi: Accelerator of Kindness» provides not only a volunteer movement but also a legal clinic that includes teaching staff and students of Abai University and other universities that provide legal assistance throughout the Republic.

From the point of view of technical and technological infrastructure, the university allocates significant funds for updating the fleet of computers and office equipment, purchasing software for both administrative needs and the educational process, as well as for digitalization projects. A university information and communication corporate network with Internet access has been created. The university has a permanent representation in the Internet space—a web portal under the domain name of the third level: <https://abaiuniversity.edu.kz>.

In the ranking of university websites in the Webometrics Ranking of World Universities (January 2023)—5th place among Kazakhstani universities and 1st place among industry universities of the Republic of Kazakhstan—the impact factor ranks 2nd among Kazakhstani universities. The positioning of the university is based on the existing strong brand of KazNPU as a leader in education, pedagogy, and psychology, but it makes the transition from a university designed exclusively for the professional training of teachers to a university that conducts research and teaches human development practices. The key stake of the Abai KazNPU, development program is the creation of research, innovation, and educational infrastructure that allows the design and broadcasting of new socio-humanitarian practices to meet the needs of not only urban communities and organizations in Almaty, the republic, but also the macro-region of Central Asia.

## 2.4. SWOT analysis

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>– stable reputation in the market since 1928; dominant position in the market of professional and pedagogical education in the republic;</li> <li>– status of a national university;</li> <li>– strong teaching staff;</li> <li>– high level of employment for bachelors;</li> <li>– practical orientation and a wide range of implemented EP;</li> <li>– stable contingent of undergraduates and doctoral students;</li> <li>– implementation of two-degree educational programs and participation in international exchange programs;</li> <li>– training of teaching staff in English;</li> <li>– leading positions in national rankings and positioning in international rankings;</li> <li>– student-centricity; social engagement policy;</li> <li>– financing of scientific projects at the expense of the university;</li> <li>– location of the campus in the historical center of Almaty;</li> <li>– the presence of a military department.</li> </ul>	<ul style="list-style-type: none"> <li>– lack of stable scientific collaborations with educational and scientific organizations of foreign countries;</li> <li>– lack of consistency in professional development and retraining of teaching staff;</li> <li>– infrastructure constraints (lack of space, shortage of places in dormitories, depreciation of fixed assets, «patchwork» digitalization, etc.);</li> <li>– high staff turnover in administrative divisions;</li> <li>– low attractiveness of the university for young personnel and their lack;</li> <li>– low foreign language competence of teaching staff and students;</li> <li>– low rates of «export of education» both from the position of promoting educational content to other countries, and attracting and retaining foreign students;</li> <li>– shortage of personnel, lack of competition for elected positions of scientific and pedagogical workers, and as a result, the non-alternative nature of the selection and certification of employees;</li> <li>– an outdated ecosystem for the digital transformation of the University;</li> <li>– physical and moral depreciation of a number of fixed assets;</li> <li>– difficulties in providing comprehensive building security due to the dispersal of buildings.</li> </ul>
<b>External environment and strategic opportunities of the University</b>	<b>Threats and risks that could hinder the development of the University</b>
<ul style="list-style-type: none"> <li>– state and institutional support;</li> <li>– raising the status of a teacher;</li> <li>– modernization of pedagogical education, the system of continuous professional development of a teacher;</li> <li>– using the opportunities of academic freedom;</li> <li>– creation of the Center of Academic Excellence in Pedagogical Education in Kazakhstan on the basis of the university</li> <li>– transformation into a pedagogical research university;</li> <li>– the need for retraining, entry into the profession, and additional education (PGCE);</li> </ul>	<ul style="list-style-type: none"> <li>– high competition in the educational services market;</li> <li>– the economic crisis and its consequences—a decrease in the solvency of the population;</li> <li>– accelerated development of innovation, technological progress, and science</li> <li>– changing the structure of the economy: the transition from simple to complex</li> <li>– high financial dependence on the state educational order</li> <li>– the general trend of increasing the cost of paid education;</li> <li>– deepening of «digital inequality»;</li> </ul>

<ul style="list-style-type: none"> <li>– high potential in the implementation of professional development and non-formal education programs; the need for LLL (lifelong learning); the use of MOOK/SPOC;</li> <li>– implementation of AI, VR/AR in education;</li> <li>– new educational markets (ethnic Kazakhs abroad: Uzbekistan, China, Mongolia, Turkey, Afghanistan, and Iran);</li> <li>– mechanism of public-private partnership of personnel training;</li> <li>– introduction of motivation programs for teaching staff, stimulating educational and methodological activities, publication activities, professional development, educational work;</li> <li>– digitalization of university management processes</li> </ul> <p>support of projects by student startups and young entrepreneurs.</p>	<ul style="list-style-type: none"> <li>– insufficient level of digital transformation from traditional educational models to active teaching methods with an emphasis on project activities</li> <li>– aging and feminization of teaching staff</li> </ul>
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### 3. MISSION, VISION, VALUES AND DEVELOPMENT PROSPECTS

#### MISSION:

«We train teachers who anticipate the needs of modern education on the basis of advanced methods, national heritage, and world approaches. We raise the prestige of the teaching profession and act as a driver of human capital development».

#### VISION:

Abai University in 2029 is the leader of teacher education in Central Asia, an innovative platform that trains teachers of a new formation.

#### VALUES:

Scientists, teachers, staff, and students at Abai University share the following values that create conditions for the development of each member of our team: **professionalism, responsibility, honesty, involvement, student centricity, creativity, leadership, and flexibility.**

#### DEVELOPMENT PROSPECTS:

- ensuring the quality of the implementation of educational programs in higher and postgraduate education, taking into account the individual needs of students.
- formation and support of students' stable motivation for personal growth and development.
- ensuring the career development and long-term competitiveness of university graduates.
- promotion of the expert, research, and educational potential of the university to the «knowledge market» through scientific research and additional education programs.
- ensuring the reproduction of scientific personnel and the identification and involvement of young researchers in scientific activities.
- achieving a high level of digital maturity among students, teaching staff, and university staff.
- using the perspectives of mixed and online learning.
- creation of a digital ecosystem for the university and development of ICT competencies among teaching staff.
- ensuring the continuous professional development of teachers.

## 4. STRATEGIC DIRECTIONS OF ABAI UNIVERSITY

### Direction 1. Abai University – center for academic excellence

Abai Kazakh National Pedagogical University is the first university in Kazakhstan and the leading scientific and educational center in the field of higher and postgraduate education in 7 areas of education: «01 Pedagogical Sciences», «02 Arts and Humanities», «03 Social Sciences, Journalism, and Information», «04 Business, Management, and Law», «05 Natural Sciences, Mathematics, and Statistics», «06 Information and Communication Technologies», and «11 Services».

The number of existing educational programs is 163 (83 bachelor's degree programs, 54 master's degree EPs, and 26 doctoral degree EPs). To implement the training of teaching staff in a multilingual format, Abai University carries out educational activities in three languages (Kazakh, Russian, and English) in 19 areas of training, 10 of them in the direction of «pedagogical sciences» and 9 in non-pedagogical EP. Educational programs for the training of teaching staff have been developed in accordance with the professional standard «Teacher» and the National and Sectoral Qualification Framework in the field of education. The University is a leader in a project carried out between the International Bank for Reconstruction and Development, the Government of Kazakhstan, and the Ministry of Science and Higher Education (MSHE) to change the working environment of teachers in Kazakhstan, basic values, and fundamental approaches to quality education, within which Abai KazNPU developed 11 out of 30 educational programs for teachers, including 8 bachelor's degree programs, 2 master's degree programs, and 1 teacher retraining program.

For a qualitative transformation into a Center of Academic Excellence (CAE), provided for under the state funding program, Abai University implements 30 innovative educational programs, including the STEM technology of teacher training in biology, mathematics, physics, chemistry, geography, computer science, art education, music education, and others, as well as special teachers on working with children with autism spectrum disorders and digital teachers—masters.

Elements of dual training have been introduced into the educational process. Within the framework of the Erasmus+ program, the KazDual project «Introduction of the Dual System in Kazakhstan» is being implemented within the framework of the educational program «Primary Education», which is aimed at strengthening the role of employers in the organization of dual training while increasing the employment opportunities of graduates and strengthening cooperation with companies. The university has implemented continuous pedagogical practice for students.

Currently, almost 40% of secondary schools in Kazakhstan are small schools (<https://iac.kz/wp-content/uploads/2023/01/national-report-2021-kk.pdf>), which determines the need for teachers with competencies in several different subjects. The university expands the pool of programs according to the Major-Minor, and Double Major schemes: «Chemistry—Biology», «Mathematics—Physics», «Mathematics—Computer Science», «Physics—Computer Science», «Geography—History», «History—Religious Studies», etc.

The academic excellence of Abai University is promoted by the internationalization of the university, which is aimed at studying foreign experience, introducing the best world practices, and fostering the joint work of local experts with international ones. The academic and professional attractiveness of educational programs for international students, as well as the interest of foreign scientists and professors in the university's activities in order to improve the educational environment based on the study of the best global practices, has a positive effect on internationalization and will strengthen the academic reputation of Abai University.

Academic mobility is carried out based on close contacts at Abai University with foreign partner universities. Over the past two academic years, more than 300 students have traveled abroad under the academic mobility program. Compared to previous years, the number of students who received grant funding from the state budget, the international Erasmus+ program, and at their own expense has almost doubled. Every year, students gain academic and intercultural experience abroad, going to study in countries such as France, Germany, the Republic of Turkey, Hungary, Latvia, Poland, China, etc.

The implementation of two diploma joint educational programs with foreign universities is an indicator of academic reputation among foreign colleagues and high trust on the part of the partner university.

Within the framework of joint educational programs, two-degree programs prepared with universities in France, Poland, Russia, Lithuania, Indonesia, etc. are being prepared. To date, Abai University has 11 double-degree and joint EPs: «Russian Language and Literature» (Pomeranian Academy in Slupsk, Poland), «6B01705- Teacher training in languages and literature» (Russian language and literature in schools with non-Russian language of instruction) (Pomeranian Academy in Slupsk, Poland), «6B02301-Philology» (Pomeranian Academy in Slupsk, Poland), «6B04107 - Economics» (University of Poitiers, France), «6B04211 - International Law» (University of Lorraine, France), «6B01507-Technology of digitalization of educational activities» (Krasnoyarsk State Pedagogical University named after Astafiev, Russia), «7M01702 -Russian language and Literature» (Pomor Academy in Slupsk, Poland), «7M01705 - Teacher training in languages and literature» (Pomor Academy in Slupsk, Poland), «7M02301 – Philology» (Pomor Academy in Slupsk, Poland), «7M04205 - International Law» (INALCO, France), «7M03101 - International Relations» (INALCO, Sorbonne University Paris Cite, France).

The program to attract foreign professors is implemented annually within the framework of various grant and volunteer programs. The involvement of foreign personnel in the academic process of the university helps students gain foreign knowledge without leaving the country and teachers exchange experience. In 2022, the number of foreign professors and scientists involved increased to 37, nine of whom were funded by the MSHE. At the expense of the university's funds, 23 scientists were attracted in both offline and online formats within the framework of double-degree and other programs. Various initiatives by partner countries also make a significant contribution to the implementation of the program. This is how the program of the Ministry of Science of South Korea appeared, within the framework of which the Korean side sends a volunteer teacher for one academic year, who in turn conducts classes in the Korean language at the Institute of Philology. The university also implements the Erasmus+ academic staff program, in which teachers from EU countries come to conduct lectures and seminars for one week.

For Abai University, the priority is to meet the requirements for the quality of training and the needs of students, employers, and other stakeholders. We consider the concept of quality as a process of creating and maintaining conditions that allow students to achieve certain educational goals and receive a quality education. It includes many aspects that interact with each other and have an impact on the educational process. One of them is the passage of procedures for specialized accreditation of educational institutions, compliance of educational programs and services with established quality standards, and confirmation of compliance with the requirements of accreditation bodies and the education system as a whole. Now, 52% of the total number of educational programs have passed international specialized accreditation.

## **Goal 1. Implementation of an innovative model of pedagogical education**

### **Objective 1.1. To ensure the quality of educational services in the field of higher and postgraduate education**

The objective will be implemented by:

- integration of the principles of spiritual and moral values of the people into the content of education (*through the application of the basics of Kazakh pedagogy and ethics laid down in the works of al-Farabi, Abai, etc.*);
- introduction of interactive, digital platforms using Smart and STEAM learning and the use of artificial intelligence in teaching;
- teaching special and subject competencies in Double major (related dual) educational teacher training programs for small schools;

- development of bachelor's degree educational programs with the implementation of «minor» programs, micro-degrees, and PGCE;
- the transition from traditional educational forms to innovative models (models of alternative entry into the teaching profession, models of academic excellence such as Honors College (a college for excellent students), and the «applied bachelor's degree» model)
- implementation of a dual-oriented learning system in the process of professional training;
- professional trilingual training of teachers who speak Kazakh, Russian, and English;
- development and implementation of new educational programs in English;
- improving the level of English language proficiency of teachers and students at the university;
- updating of educational programs on the example of the best domestic and foreign practices and scientific research;
- implementation of the results of scientific research into pedagogical education;
- activation of career guidance work, organization and holding on the basis of the university, schools, lyceums, and colleges of Olympiads, creative competitions for the selection of talented youth;
- scaling of pedagogical classes in general education schools of the country, including Almaty and Almaty region;
- revision of the system of training scientific personnel in doctoral and postdoctoral studies;
- improvement of continuous pedagogical practice.

**Objective 1.2. To develop the internationalization of educational activities and ensure promotion in international rankings**

The objective will be implemented by:

- introduction of exchange programs, short-term language and specialized courses, and winter and summer schools for foreign students;
- further development of academic mobility in the countries of the far and near abroad;
- expanding the internship and exchange program for teachers, offering the opportunity to work with foreign colleagues and gain experience in an international environment.
- providing convenience and support for international students at all stages of their stay;
- organization of mentoring programs to help foreign students with local students (like buddy programs) in adaptation and social integration;
- organization, holding, and participation in educational exhibitions abroad;
- search for opportunities to co-finance academic mobility programs;
- conducting an annual analysis of the results of the university's participation in the QS WUR and QS by Subject ratings;
- preparation of proposals to the university management to improve the university's position in the QS WUR and QS by subject ratings based on the results of the analysis;
- participation in events dedicated to the QS WUR and QS by Subject ratings.

**Objective 1.3. Expand access to MOOC and global digital libraries**

The objective will be implemented by:

- increasing the share of educational programs, the implementation of which uses the world's digital libraries;
- using the resources of the world's digital libraries in the educational process of PhD, doctoral, and master's students on a permanent basis;
- integration of Coursera platform online courses into the curricula of educational programs;
- creation of more comfortable conditions for the work of users and improvement on this basis of information and library quality assurance of education;
- popularization of educational platforms of world digital libraries among students.



## **Goal 2. High level of stakeholder satisfaction**

### **Objective 2.1. Create conditions for inclusive education**

The objective will be implemented by:

- creating conditions for physical barrier-free access in academic buildings, student dormitories and elevators for students with SEN;
- when updating the EP, actively involve non-governmental organizations, public foundations, and public associations in the development of inclusive education.

### **Objective 2.2. Implement the idea of lifelong learning**

The objective will be implemented by:

- development and implementation of non-formal education programs focused on the interests and needs of people of the «silver age», including courses on digital, legal, entrepreneurial competencies, applied art skills, etc.;
- creating accessibility conditions for people with disabilities, providing places for recreation and socialization, as well as organizing special events and programs for people of the «silver age»;
- development of «minor», micro-degree and PGCE programs and involvement of representatives of the academic and pedagogical community
- expansion of cooperation with organizations of school and preschool education in the provision of educational services;
- ensuring a high-quality level of provision and informing the population about the possibility of additional pedagogical education;
- updating and updating of educational programs of pedagogical retraining;
- expansion of the list of educational programs of pedagogical retraining.

### **Objective 2.3. To provide career prospects for graduates**

The objective will be implemented by:

- interaction with stakeholders and employers on the development of training programs and conducting training sessions;
- interaction with the community of employers on the issues of assessing the qualifications of graduates;
- conclusion of contracts for practical training with subsequent employment of graduates;
- further development of dual education, including in the magistracy;
- conclusion of agreements with employers and social partners for the allocation of grants for training;
- expansion of the network of the university alumni association and active involvement of them in employment;
- conducting regular foresight forecasting of skills needs that allow making a more informed and informed choice of a future profession
- monitoring the admission of students in order to identify unclaimed educational programs;
- organization and holding of job fairs and other events to promote the employment of graduates;
- conducting regular surveys among students and graduates to get their opinion on various aspects of education, including the quality of teaching, the availability of programs and the level of support;
- conducting regular surveys of teaching staff to get information on their social well-being, including the level of satisfaction with working conditions, quality of education, the university management system;
- development of proposals on the basis of these surveys to increase students' satisfaction with the learning conditions and social well-being of teaching staff.

- advising graduate students on the issues of preparing a resume, passing an interview, passing an assessment of teachers' knowledge, including using Coursera platform courses;
- studying innovative experience in the field of teacher education and its implementation at the university.

## **Direction 2. Abai University – pedagogical research university**

The university is being transformed into a pedagogical research university, which will determine the agenda of scientific research in the field of education. For this purpose, the university has high human scientific potential. Six professors entered the Top 50 of the National General Ranking of Teaching Staff of Universities in the Republic of Kazakhstan in 2023. 1 professor was awarded the title of «Best Researcher» in 2022; 3 professors are holders of state scientific scholarships; and 4 people are holders of scientific scholarships for talented young scientists. Holders of the title «Best University Teacher» of the Republic of Kazakhstan in 2022, there are 3 employees. To increase the potential of the personnel reserve in science, a pool of research professors and postdoctoral students is formed annually in the order of a competition. In 2023, 10 research professors and 20 postdoctoral fellows are working.

The University has collegial bodies for science: the Scientific Advisory Council is a collegial body for the development of scientific and (or) scientific and pedagogical activities and research support; and the Ethics Council is a collegial body to prevent violations of the principles, norms, and mechanisms of research ethics in education.

In 2023, research projects financed from the republican budget (MSHE) are being implemented: 43 projects totaling 895 187 864 tenge, which significantly exceeds the indicators of 2020 (436.5 million tenge), 2021 (360.0 million tenge), and 2022 (435 917 732 tenge). For the first time, the university has won two major projects for a total of 450 million tenge in program-targeted financing. The largest number of projects funded from the state budget under grants from the MSHE are projects in the field of education and science, which confirms the status of the university as the leading pedagogical university in the country.

Within the framework of the competition for the award of small seed grants in 2022 and 2023, 30 million tenge was allocated annually for projects of young scientists (15 projects) at the expense of the university's own funds, and 30 million tenge was allocated for 10 teaching staff projects.

Two international network projects are funded by foreign organizations: the Open Asia Foundation in the amount of 10 thousand dollars and the European network «Erasmus +» in the amount of 36 thousand euros.

One of the key indicators in international rankings is the publications of the teaching staff in scientific journals indexed in the Scopus database. There is also a significant growth here: for example, if in 2020 103 articles were published on education issues in peer-reviewed foreign journals, in 2021 163 such publications were published, then in 2022 the number of TS articles in foreign journals indexed in Scopus amounted to 258 units, in the Web of Science database: 84. The number of publications in journals recommended by the CQASFHE has increased: 385 articles in 2022, whereas in 2021 their number was 336 articles.

According to the results of 2022, the teaching staff of the university as a whole published 2,808 scientific papers, received 5 patents for industrial designs and technology, and received 118 copyright certificates, which exceeds the indicators of 2021 by 3 times (4 and 42, respectively).

Cooperation with republican research organizations is developing: 23 contracts have been signed with the RI of the RK. There are 14 associated dissertation councils.

The university publishes 14 scientific journals. Of these, 5 journals were included in the list of publications recommended by the CQASFHE MSHE RK. Nine journals have their own websites, of which two were developed in 2022 (Vestnik). The series «Jurisprudence» and the series «Special Pedagogy» In 2022, in order to optimize scientific publications, two journals were reduced by the decision of the Academic Council of 12/28/2022: Khabarshy/Vestnik. The series «Philosophical Sciences. Philosophical Almanac» and «Elementary School and Physical Education».

In 2022, 186 scientific events were held, including 32 scientific-theoretical and scientific-practical conferences, 27 international conferences, and 5 republican conferences.

The university trains highly qualified scientific and pedagogical personnel. In the 2022–2023 academic year, the contingent of undergraduates amounted to 1,448 people; doctoral students: 248 people; there are 14 Dissertation Councils for the defense of a PhD thesis in the profile. The number of dissertations defended is 43 (11 of them are doctoral students from other universities). The number of doctoral students at Abai KazNPU defended in other universities is 2. Within the framework of the international (Kazakhstan-France) two-degree program «Abai-Vern», 1 dissertation work was defended. In general, the defensibility of dissertations in the doctoral councils of Abai KazNPU exceeded the indicators of 2020 (11 defenses) and 2021 (19 defenses) 4 and 2 times, respectively.

One of the key indicators characterizing a research university is its international authority, «recognition» in the global scientific and educational space, as well as active involvement in all global research agendas. The university actively cooperates with foreign universities and organizations to provide opportunities for students and teaching staff to undergo scientific and educational internships. Every year, undergraduates and doctoral students undergo scientific internships at advanced research centers and universities in France, the Republic of Turkey, the Russian Federation, Bulgaria, Poland, Germany, etc. So in 2022, more than 700 undergraduates and doctoral students successfully completed scientific internships with a duration of 2 to 4 weeks, where doctoral students worked closely and actively with their foreign consultants in order to conduct high-quality research and write dissertations. Also, for the 2022–2023 academic year, 21 teachers (in 2021-2022 - 13) from the university became the holders of a scholarship under the «500 Scientists» program, where they undertook research internships at universities in the USA, Great Britain, Belgium, the Russian Federation, Scotland, and the Republic of Turkey.

In 2023, the International Forum of Young Teachers of Pedagogical Universities of the CIS countries, «Young Teachers of the System of Continuing Pedagogical Education: Stages of Professional Development», was held, dedicated to the 95th anniversary of the university. The forum brought together young researchers, scientists, and teachers from the CIS countries who discussed issues of professional development, the development of professional competencies, and methods of modern teaching in the system of continuing pedagogical education. Plenary sessions were held at which participants shared their experiences and best practices and discussed current trends and challenges in the field of teacher education. The status of a young teacher, the work of the Council of Young Researchers, innovative teaching methods that contribute to the successful education of modern youth, tools for implementing the training of future teachers through Hyflex technology, and other issues are considered.

## **Goal 1. Transformation into a pedagogical research university**

### **Objective 1.1. To increase publication activity and citation, including through an international research network**

The objective will be implemented by:

- development of the university's publication strategy;
- focusing on publications in highly rated publications Q1, Q2 Journal Citation Reports (JCR), Q1, Q2 Web of Science, 50-99 percentile Scopus;
- a set of measures to improve the quality of scientific journals of the University (an increase in the number of journals included in the list of the CQASFHE), in order to include at least one journal in the Scopus database;
- inclusion of leading scientists of foreign universities in the editorial boards of scientific journals of Abai KazNPU;
- the entry of leading scientists of Abai KazNPU into the editorial boards of foreign journals;

– wide coverage of teaching staff with measures to further implement the principles of academic integrity and research ethics at the institutional and academic levels based on the experience of international universities.

### **Objective 1.2. To increase the scientific potential of teaching staff**

The objective will be implemented by:

- participation in competitions of the MSHE RK for grant financing of scientific projects and program-targeted financing of science;
- introduction of a system of material and moral incentives for teaching staff and scientists for scientific achievements that affect the position of the university in international and national rankings;
- participation of teaching staff in the annual competitions of the Ministry of Science and Higher Education of the Republic of Kazakhstan for awarding the «Best Researcher» awards, state prizes and scholarships;
- conducting intra-university competitions for small seed grants;
- holding of KazNPU named Abai competition «The best researcher of the year»;
- measures to ensure scientific and professional growth (internships in the world's leading scientific centers, scientific and academic exchange and mobility);
- organization and holding of international and national conferences at the university;
- joining the number of co-organizers of conferences held by foreign educational and scientific organizations;
- support of research centers and laboratories; strengthening the capacity of the Science and Innovation Park;
- increasing the share of annually updated scientific equipment;
- the entry of leading scientists of Abai KazNPU into the pool of external experts, among the members of the NSC;
- development of cooperation between the university and republican scientific organizations (RI) within the framework of agreements;
- increasing the number of participants in the contests of the Ministry of Science and Higher Education of the Republic of Kazakhstan «Zhas Galym»;
- attracting young scientists in the amount of at least 30% of the total number of researchers to scientific projects of grant funding and program-targeted financing of the Ministry of Science and Higher Education
- expansion of the pool of postdoctoral students and research professors under the age of 40;
- improving the efficiency of work on the timeliness of dissertation defenses and the quality of scientific consulting for doctoral students;
- support of promising scientific research of young scientists within the framework of small seed grants at the expense of the university's own funds;
- the share of teaching staff engaged in research work of participation of young scientists in republican competitions under the program of JSC «Center for International Programs»;
- involvement of researchers from the republican RI as executors of projects implemented by Abai KazNPU, as well as teachers, supervisors of undergraduates, scientific consultants of doctoral students, reviewers.
- through the functioning of joint dissertation councils in areas that include representatives of universities and RI of the Republic of Kazakhstan.

### **Objective 1.3. Increase income from RW**

The objective will be implemented by:

- annual growth of scientific projects implemented at the University at the expense of grant funding and program-targeted financing of the Ministry of Science and Higher Education of the Republic of Kazakhstan, at the expense of the university's own funds on a competitive basis;

- annual growth of international scientific and educational projects at competitions of foreign organizations and foundations (ERASMUS+, DAAD, Open Asia, etc.);
- conclusion of agreements, contracts, memoranda of cooperation with foreign partner universities in the field of science;
- the conclusion of memoranda and agreements on the acceptance of patronage concluded with business representatives in terms of scientific and innovative activities;
- participation of teaching staff in competitions for the commercialization of results of scientific and technical activities held by the Ministry of Science and Higher Education of the Republic of Kazakhstan, the World Bank, various funds, etc.;
- participation of teaching staff and administrative staff in seminars to improve the skills of managers of results of scientific and technical activities in accordance with international standards;
- search for partners and sponsors for commercialization of the results of scientific and technical activities;
- search for partners in the business environment and educational organizations that are beneficiaries of the university's services;
- conclusion of contracts with university partners in the business environment and educational organizations that are beneficiaries of university services;
- conducting paid training courses for consumers from the external environment.

### **Direction 3. Abai University – socially responsible university**

The social involvement of students at the university is an important aspect of the educational environment. It covers such aspects as active participation in the academic and extracurricular life of the university, participation in student organizations, volunteering, participation in cultural and sports events, etc. High social involvement contributes to the development of leadership skills, communication, organization and social consciousness among students.

There are 23 club circles at the Abai Kazakh National Pedagogical University, offering a variety of options for involving students in various fields of activity. These circles are organized groups of students united by common interests and goals.

In addition, the university has student self-government organizations in 7 institutes. These organizations provide students with the opportunity to actively participate in making decisions concerning their studies, life on campus and social activities. Through student self-government organizations, students can make proposals, organize events, and represent the interests of the student community before the university administration.

The University has established close cooperation with local communities. Thus, a memorandum on mutual cooperation and interaction was signed between the Abai Kazakh National Pedagogical University and the State Fund for the Development of Youth Policy in Almaty. This agreement indicates the intention of the university and the foundation to cooperate and jointly implement various projects and programs in the field of youth policy.

As a result of the cooperation of student clubs with the State Fund for the Development of Youth Policy of Almaty, an initiative was implemented aimed at helping lonely elderly people in the Medeu district. The student Club «Niet» implemented the projects «Zhyly uya», «Shyragyмыz sonbesin» and «Meirimdilik – zhurekten», which were developed and implemented in order to help people in need and create a supportive environment for them.

In addition, in honor of the International Day of the Elderly, the university holds a traditional action called «Karttarym Kazynam». As part of this campaign, food baskets were distributed to elderly people to help them with their household needs and express care and respect for this age group.

In general, joint projects and actions allow students to show care and social responsibility by helping people in need and participating in the creation of a favorable social environment. Such interaction contributes to the formation of an active civic position among students and strengthens ties between the university and local communities.

The debate movement at our university is one of the most active and dynamic areas of student life. Within the framework of the debate club «Atameken», which has more than 500 members, students have the opportunity to develop the skills of argumentation, critical thinking and public speaking.

There is an active creative direction in our university, which encourages and develops various types of artistic creativity. Special attention is paid to the support and promotion of such popular art forms as CCR (Club of the Cheerful and Resourceful), aitys (creative competitions of akyns), theater movement and VIE (vocal and instrumental ensembles).

CCR is one of the most popular and spectacular types of creative activity among students. Our university actively supports and organizes the CCR movement, which provides an opportunity for students to show their comedic talents, wit and ability to improvise. CCR teams from our university participate and have repeatedly won competitions at various levels, including city, regional, national and even international competitions.

The theatrical movement among students is one of the key and energetic components of student activity. Within the framework of theater groups, students have the opportunity to show their acting and directing talents, develop their skills in the field of theater art and realize their creative ideas on stage.

VIE (vocal and instrumental ensembles) are an important part of the creative life of the university. Students with musical talents and an interest in music have the opportunity to join various vocal or instrumental ensembles. VIE performs at university events, concerts, festivals and other musical events,

bringing joy and entertainment to the entire university community. They also take part in republican talent contests.

Aitys are held at the University in order to preserve and promote the cultural heritage of the Kazakh people, as well as the development and support of talented akyns and performers. Aitys is not only a form of entertainment, but also a way of preserving and transmitting cultural heritage. In the process of aitys, traditions and values of the Kazakh people are transmitted, as well as national identity is expressed. This helps students develop respect for their culture and heritage, as well as expand their horizons and get acquainted with the richness of Kazakh folk poetry. And it is worth noting that in 2023, the VII traditional international aitys among akyn students «Menin pirim – Suyinbai» was held.

Also, the university is actively working on the national education of students, and the center «Ulttyk Tarbie» plays an important role in this process. This center is a special unit that organizes and conducts events aimed at preserving and developing the cultural heritage of our people, the formation of patriotic values and a deep understanding of national identity. The purpose of national education is to form students' deep respect for their national culture, traditions and history, as well as the development of their patriotic feelings.

Sports play an important role at the university, and a wide variety of sports opportunities are available to students. The university actively supports and develops the sports movement, providing students with the opportunity to engage in physical activity and participate in competitions at various levels. Within the university there are 20 sports clubs offering different types of sports.

Sports clubs at our university provide students with the opportunity to engage in various sports in a team or individual form. Some of them include football, basketball, volleyball, tennis, swimming, gymnastics, boxing, karate, badminton, athletics, chess and other popular sports.

Sports clubs provide students with the opportunity to actively participate in training under the guidance of experienced coaches, develop their physical abilities, improve technique and tactics in their chosen sport. They also organize participation in competitions and tournaments both within the university and at the regional, national and international level.

On the basis of Abai KazNPU, there is a psychological service that provides a variety of services and support to students. It provides professional counseling and assistance in solving psychological it's problems related to study, personal development, interpersonal relationships and other aspects of student life.

The Psychological Service conducts individual consultations where students can discuss their difficulties, emotional problems or stressful situations. Psychologists provide support, help develop skills of introspection, emotional regulation and stress management. To date, more than 1,000 consultations have been successfully conducted.

In addition to individual consultations, the psychological service organizes group classes and trainings on various topics, such as emotion management, social skills development, self-esteem enhancement and much more. These activities help students expand their knowledge, improve psychological well-being and develop skills that are useful both in school and in life.

The Psychological Service is also actively working on psychological prevention and promotion of psychological health among students. It conducts information campaigns, organizes awareness-raising and strengthening of psychological well-being, and also cooperates with other university structures to create a supportive and healthy student environment.

Our university also promotes the development of social skills and leadership through trainings, seminars and master classes. These activities help students develop communication, teamwork, decision-making and project management skills. Thanks to these opportunities, students acquire valuable skills that are useful both in their studies and in their professional careers.

## **Goal 1. Creating an educational environment conducive to the disclosure of students' talents**

### **Objective 1.1 To create and maintain a favorable environment for students**

The objective will be implemented by:

- provision of psychological services;
- organization of events aimed at forming a community of active students with a high level of national consciousness and civic responsibility.

### **Objective 1.2. To involve students in social, professional, creative and sports activities**

The objective will be implemented by:

- popularization of social and volunteer activities among students.

### **Objective 1.3. To develop students' essential skills**

The objective will be implemented by:

- organization of trainings and seminars on the development of communication skills, leadership, time management, creative thinking and other essential skills;
- support and development of student clubs and collectives in various creative fields, such as music, dance, theater, literature and fine arts;
- support and development of cooperation with public organizations, government agencies and other partners in order to create new opportunities for students to participate in public activities;
- organization of competitions and grants to finance and support social projects of students.



## **Direction 4. Abai University – Friendly campus**

The campus of Abai University, located in the historical district of Almaty, is a cultural center of attraction for citizens. The ecosystem of academic buildings, scientific laboratories, sports and socio-cultural facilities, dormitories also includes architectural monuments that form the unique appearance of the university campus.

It is planned to continue to create conditions for comfortable study and accommodation of students, in particular, a new modern dormitory will be built, and one of the academic buildings will be reconstructed as a dormitory for students.

Work will continue on the commissioning of a space for student recreation and communication, quiet cozy areas for reading, online courses, as well as cafes, attractive areas for creativity and informal meetings will be provided.

All facilities on the campus will be upgraded to ensure accessibility and unhindered movement for people with limited educational needs.

The University will strengthen the development of the material and technical base by equipping classrooms, computer classes, scientific laboratories with innovative equipment, multimedia and software.

A gradual transition to digitalization of scientific, educational and managerial activities of the university is being carried out, in particular, regular updating of the computer and peripheral equipment fleet, increasing Internet bandwidth and Wi-Fi coverage area.

Sponsorship funds from philanthropists, the business community, graduates and other sources will be attracted for the purpose of investing in the development of the university.

### **Goal 1. Creating favorable conditions for students to study and live**

#### **Objective 1.1. To create conditions for comfortable learning and accommodation of students**

The objective will be implemented by:

- reconstruction of the academic building for a dormitory with 182 beds;
- construction of a new dormitory for 180 persons.

#### **Objective 1.2. To invest in the development of the university**

The objective will be implemented by:

- attracting sponsorship funds from philanthropists, business, graduates and others for the development of the university;
- creation of an endowment fund.

#### **Objective 1.3. To update the infrastructure and equipment of educational and scientific laboratories**

The objective will be implemented by:

- planning the budget of the university, taking into account the needs for capital and current repairs of buildings, dormitories and sports complex, purchase of necessary equipment for educational and scientific laboratories;
- public procurement procedures;
- modernization and transfer of the server room of the main building;
- installation of a gas fire extinguishing system, water pumping, etc.;
- modernization of the ventilation system throughout the university;

– as part of the program for the development of the university complex and bringing academic buildings to modern conditions, it is planned to modernize engineering networks and communications.

## **Goal 2. Systematic digitalization of the scientific, educational, and managerial activities of the university**

### **Objective 2.1. To improve digital infrastructure**

The objective will be implemented by:

- planning the university's budget taking into account the needs for improving the digital infrastructure;
- public procurement procedures.

## **5. AVAILABLE RESOURCES**

### **5.1. Human resources**

In accordance with paragraph 1 of Article 45 of the Law of the Republic of Kazakhstan “On Education”, the Regulations on competitive replacement of positions of teachers, researchers and heads of departments approved by the decision of the Board of Directors dated August 11, 2021, the Rules of competitive selection for positions of administrative and managerial personnel approved by the order of the Chairman of the Board – Rector dated October 29, 2021 No.04-04/327 the replacement of teaching staff, administrative and managerial personnel for vacant positions is carried out on a competitive basis.

The system of voting and secret voting of members of the competition commission has been automated in compliance with the requirements of the Law of the Republic of Kazakhstan “On Personal Data and their Protection”.

In order to conduct collective bargaining established by the labor legislation of the Republic of Kazakhstan, a new version of the Collective Agreement was approved, including changes made to the labor legislation of the Republic of Kazakhstan over the past two years, which was submitted to the Workers' Union for consideration. After discussions and improvements, the Collective Agreement was approved in a new version, registered with the authorized body.

All these measures were taken in order to ensure compliance with legal requirements and improve the personnel policy of the University. The HR Department will continue its work in the direction of staff development, compliance with rules and procedures, as well as creating conditions for the effective functioning of the University.

An internal and external personnel reserve has been formed through competitive procedures. To this end, the University conducts a number of training courses for reservists and employees in order to develop managerial skills and improve literacy. These trainings cover topics such as coaching, risks, financial literacy and public procurement. In addition, events aimed at improving corporate governance are held, such as team building, townhalls and questionnaires, and much more.

Tools are being created to support the development of career opportunities by developing regulations and an action plan for mentoring and adaptation. Considering that mentoring is an effective tool to support career growth and development, with the help of which it will be possible to create conditions for communication, learning new skills, personal development and professionalism. This, in turn, is necessary to overcome difficulties and barriers that may arise in the process of career development, strengthen communication in the professional sphere, and build reliable contacts.

A plan for the implementation of the KPI system for all University employees is being created step by step. The methodology and key performance indicators for various positions and departments of the University are being developed. This includes defining the specific goals and expected performance of each employee. It is planned to create an electronic portal for collecting and analyzing performance indicators of each employee. The portal will allow you to track the time worked, automatically generate reports, track learning processes and evaluate achievements.

Employees responsible for personnel issues are trained to form HR values, study HR models and competencies. This will help them better understand how strategic HR can contribute to the implementation of the university's strategy and effectively manage staff. Regular assessment of performance indicators, progress and achievements of employees. Based on these assessments, management decisions will be made and development opportunities for each employee will be determined.

Systematic work is underway to integrate the 1C ZIK system with other information systems - integration with the electronic portal of the unified system of accounting for labor contracts.

Measures are being taken to improve corporate culture.

Organization of significant events related to the anniversary of the University, which have a cultural and recreational nature and are aimed at strengthening corporate culture and team spirit.

Training programs and trainings are conducted that help employees develop teamwork, communication and leadership skills, which in turn contributes to the formation of a unified collective view of the goals and values of the University.

Organization of regular meetings and meetings where issues of corporate culture are discussed, and participants of which can express their ideas and suggestions.

## **5.2. Educational resources**

To date, there are 81 educational programs (major) for the training of teachers, containing promising competencies with the participation of stakeholders, including 40 for bachelor's degrees, 25 for master's degrees, and 16 for PhD doctoral studies.

Implemented educational programs in the major-minor format give graduates maximum employment opportunities, increase the competitiveness of the university and the student, improve the quality of education and the efficiency of development, and strengthen export potential and international prestige. Advantages of minor programs: interdisciplinarity and expanding horizons of competencies; employers' interest. In total, 14 minor programs were implemented in the 2022–2023 academic year—20 ECTS, 15 programs, and 10 ECTS. The academic programs of Abai KazNPU, and above all the planned learning outcomes, contribute to the formation of a graduate's personal position and attitude, focused on the principles of conscientiousness and academic integrity.

All these programs provide disciplines that form promising competencies, in accordance with the requirements of a new component of education with a shift in emphasis towards the development of pedagogical skills: inclusive pedagogy; criterion assessment; art education; in-depth language training; critical thinking; national patriotic education; work with large data sets, etc.

Based on Abai KazNPU, there is an educational and methodological association (EMA) «Pedagogical Sciences" REMC. The EMA-PMG consists of 42 project teams in 5 areas of training, represented by 25 universities of the Republic of Kazakhstan, NJSC named after Y. Altynsarin, AOE of NIS, NU, schools, Education Departments, employers' associations, NCE "Atameken", state and non-governmental partner organizations, including SALR Center LLP, NSPC for the development of Special and Inclusive Education, as well as foreign partners.

Abai KazNPU participates in the project «Strengthening the Potential of Pedagogical education», which is part of the project «Modernization of Secondary education», implemented jointly by the World Bank and the Government of the Republic of Kazakhstan. The concept of the project is to change the working environment of teachers in Kazakhstan and develop core values and fundamental approaches to quality education, which should guide all target groups: professors, teachers, instructors, assistants, managers and owners of universities, local education authorities, as well as other professional groups in universities.

The project is aimed at developing an improved model of pedagogical education and updating the content of educational programs in order to transition to a competence-based, student-oriented approach of constructive adaptation to new pedagogical models and institutional structures in compliance with the requirements of the updated content of secondary education in Kazakhstan. Within the framework of the project, 30 innovative educational programs for training teachers in a new format have been developed.

Abai KazNPU has a sufficient educational and laboratory base that provides the opportunity to provide high-quality educational services.

The educational process is carried out in 15 academic buildings (374 classrooms, 65 educational and scientific laboratories and workshops, 52 specialized classrooms, 37 computer classes, and 9 language labs). According to the project of one of the centers of academic excellence (CAE), «Strong Pedagogical University» on the basis of Abai KazNPU, it is planned to create more than 45 new educational laboratories and classrooms to strengthen the professional training of teachers using the latest modern teaching and research equipment. The M. Auezov educational and sports complex (gyms, football field, running tracks, military training ground) with a total area of 17,000 sq. m. is intended for sports, physical culture, active recreation, and healthy lifestyle formation.

In order to form and stimulate students for continuous professional development and career growth, Abai KazNPU successfully implements practice-oriented training in the form of continuous pedagogical practice with elements of dual training. Because of dual training, some students are employed before completing their studies.

Interactive methods and innovative teaching technologies based on electronic learning tools (electronic textbooks, training programs), electronic posters, and computer programs are actively used in the educational process. An information portal operates and is constantly updated. Digital formats of the session and final certification with the use of synchronous and asynchronous proctoring are implemented. To ensure academic integrity, a «Digital Etiquette», an electronic digital signature (QR code), has been developed.

System monitoring and analysis of the structure and content of the educational and methodological complex of the discipline are carried out to ensure high-quality training content in the Univer system.

An e-learning platform center operates based on KazNPU STEM Park [www.bilimland.kz](http://www.bilimland.kz) for students, teaching staff of Abai KazNPU, and teachers of other universities and schools. Multimedia accompaniment for classes is being developed; interactive panels and others are used.

The departments use a wide range of educational pedagogical technologies in the educational process, which make it possible to improve the quality of education, such as:

- problem-oriented training;
- differentiated-level training;
- personality-oriented technologies, taking into account different levels of preparedness of students;
- technologies of criterion assessment of educational achievements of students;
- project-oriented training;
- game learning technologies: role-playing, business, etc. types of educational games;
- team, group work;
- portfolio innovation assessment system;
- digital technologies, Bilimland digital educational resources, digital online application LearningApps.org, Quizlet, Kahoot!, Plickers, etc.;
- case study technologies, Lesson study,
- Subject-language integrated learning or CLIL (Content and Language Integrated Learning);
- dialog training using the «Fishbone» method (development of critical thinking);
- creating presentations, webinars, recording screencards, creating flash tests, etc.

Traditionally, work is carried out to improve the pedagogical and research competencies of teaching staff within the framework of summer and winter schools for teaching staff in such areas as: developing their own leadership skills, methods, and models to support changes in education towards student-oriented and competence-based approaches in pedagogical education; creating educational communities in universities and ensuring their activities align with the goals of pedagogical and educational changes; reflecting on one's own professional starting point and previous knowledge for professional development; and identifying and contextualizing international best practices for professional development.

A key priority in improving the professional well-being of university teaching staff is the development of the ability to constantly adapt to changes and assimilate new knowledge. In order to improve the quality of educational services provided in the educational process, special emphasis is placed on new approaches used in international practice.

### **5.3. Library resources**

The main book fund of the library is 1,731,583 units of various types of documents in all branches of knowledge, including 777,380 copies in the state language, 928,288 copies in Russian, and 25,915 copies in a foreign language.

The Scientific Library works with the Russian library system, IRBIS 64+.

All the work processes of the scientific library are automated, providing a full processing cycle, starting with the registration of new literature receipts (ARM «Aggregator»), systematization (ARM «Cataloger»), and services that provide search and access to full texts of materials (ARM «Reader»). The scientific library has a web module called "J-IRBIS» and an electronic catalog; the number of entries as of March 13, 2023 is 99,099.

The electronic library is available to users through the university's website and through the Univer system ([www.library.kaznpu.kz](http://www.library.kaznpu.kz)). The electronic catalog provides access to the databases «Electronic catalog of Abai KazNPU», «Electronic resources», «Card file of articles», «Journals», «Dissertations», «Electronic publications», «Proceedings of the Faculty of Abai KazNPU», and «Abai Alemi».

In addition, the scientific library of KazNPU provides its users with online access to the resources of the largest manufacturers of domestic and foreign information products: electronic library systems, full-text and bibliographic databases, and electronic versions of scientific journals and books. There is access to modern databases such as Oxford Scholarship Online (books and journals), IPR SMART (Russia), the RSL database (dissertations and abstracts), the Wiley Online Library, ELS «Uright», RIEL, Polpred.com, Springer, Elsevier (Scopus), EL ALEM BOOK, Taylor & Francis Group, and the Library of Congress. Updated annually.

The electronic library exhibits full-text versions of textbooks in Kazakh, Russian, and English, as well as the project «New humanitarian knowledge. 100 new textbooks, a virtual exhibition from the retro collection of the scientific library.

In the reading room, there is a corner for users with special needs with all the necessary equipment.

It is planned to create a digital library using new information-smart technologies. The reading rooms will have open access with the use of an RFID system.

## **5.4. Material and technical resources**

The infrastructure of the university, consisting of 15 academic buildings (374 classrooms, 65 educational and scientific laboratories and workshops, 52 specialized classrooms, 37 computer classes, 9 language labs), 5 student dormitories, a health center, catering facilities, and a sports complex named after M. Auezov, EPC «Ustaz», makes it possible to provide a full-fledged conducting of the educational process, scientific research, and cultural events.

The conditions created at the university meet the requirements necessary for study and work and are carried out in the following main areas:

Development of existing structures and their support (repair, extensions, superstructures, improvement of buildings and facades, etc.)

Development of a comfortable environment and support of the sanitary and hygienic condition of buildings and premises (planting vegetation, cleaning of the territory and premises, lighting of the territory, etc.)

Operational and economic support and infrastructure development (energy saving, water supply, heat supply, other engineering networks)

In the future, it is planned:

- further improvement of the level of access for students with disabilities (equipment of adjacent territories and inside the building with tactile paths and mnemonic circuits, as well as parking spaces for cars).

- improvement of the adjacent and courtyard areas of the university.

- creation of new coworking spaces for the convenience of students, according to sanitary standards and fire protection requirements.

- in order to increase the number of places in dormitories, according to the Consortium Agreement signed with the investor, to build a student dormitory for more than 300.

- to reconstruct one of the academic buildings as a dormitory for university students.

## 5.5. Financial resources

The University conducts its activities in the field of providing educational services in the following areas of training: education, natural sciences, humanities, arts, law, social sciences and business.

The training of specialists is conducted in accordance with the state's mandatory standards of education. Much attention is paid to the quality of education through innovative teaching methods and the material and technical support of the educational process in accordance with the state mandatory standards of education.

Abai KazNPU has a modern material and technical base and is staffed with highly qualified teaching staff; all this ensures the training of specialists of the highest level. Higher and postgraduate education on a competitive basis is free of charge, 100 percent at the expense of the state educational order.

The assets and liabilities of the company for 2022 amounted to KZT 7,925,802 thousand. The company's revenues for 2022 amounted to 13,096,421 thousand tenge, and expenses, respectively, 11,665,965 thousand tenge. Net profit amounted to KZT 1,430,455 thousand.

Financial performance indicators (in thousands of tenge):

	2020	2021	2022
<b>Income</b>	7 381 037	9 648 250	13 096 421
including the state order	4 465 040	6 474 169	8 301 971
<b>Expenses</b>	6 478 739	9 059 171	11 665 965
<b>Profit</b>	902 298	589 079	1 430 455

## 6. EXPECTED RESULTS

It is assumed that by 2029:

- the total contingent will reach 18,500 people;
- the employment rate of graduates in the first year after graduation will be 96%;
- the share of students who went abroad under the academic mobility program will increase twice;
- the share of foreign students in the university from the total number of students will increase by 1.4 times;
- the share of foreign experts involved in teaching will increase 2.3%;
- the number of students in non-formal education programs (including Silver University) will be 540;
- the university will be included in the TOP 700 of the QS WUR rating;
- 4 educational programs will be included in the TOP 100 QS by Subject;
- the level of created conditions for inclusive education will be 45%;
- the share of students using the world's digital libraries in the educational process will be 92%;
- the number of publications of teaching staff and university employees in the highly rated publications Q1, Q2 Journal Citation Reports JCR, WoS, Scopus will be 875 for the entire planning period;
- the share of teaching staff engaged in research work will be 65%;
- the number of young teaching staff engaged in research work will increase to 80 people;
- the share of income received from scientific activities, innovative developments and commercialized projects in total revenues will increase by 20%;
- the share of implemented international scientific projects from the total number of scientific projects will increase by 2.6 times;
- the number of commercialized research projects will increase by 3 times;
- the number of beds in student dormitories will increase by 362 units.



## 7. KEY PERFORMANCE INDICATORS

Key performance indicators (KPIs)	unit of measurement	Responsible executor	Planning period						
			2023	2024	2025	2026	2027	2028	2029
<b>Strategic Direction 1. Abai University – center for academic excellenc</b>									
<b>Goal 1. Implementation of an innovative model of pedagogical education</b>									
<b>Objective 1.1. To ensure the quality of educational services in the field of higher and postgraduate education</b>									
1.1.1. Educational services in the field of higher and postgraduate education	person	Vice rector for academic activities	16151	16700	17400	17700	18100	18300	18500
1.1.2. The share of those who entered the university with the signs «Altyn Belgi», winners of international Olympiads and competitions of scientific projects of the last three years, winners of the presidential, republican Olympiads and competitions of scientific projects of the current academic year (awarded with diplomas of the first, second and third degrees) of their total number	%	Vice rector for academic activities	8,6	8,7	8,8	8,9	9	9,1	9,2
1.1.3. The share of TS who have passed advanced training and foreign internship (in accordance with the coefficient for national universities -1.5)	%	Vice rector for academic activities Vice rector for strategy and internationalization	50	50	50	50	50	50	50
1.1.4. The share of employers, representatives of business structures involved in the educational process from the total number of TS	%	Vice rector for academic activities	16	18	20	21	23	25	27
1.1.5. Growth of respondents involved in academic surveys	person	Vice rector for strategy and internationalization Vice rector for academic activities Directors of institutes	400	500	600	700	800	900	1000

Key performance indicators (KPIs)	unit of measurement	Responsible executor	Planning period						
			2023	2024	2025	2026	2027	2028	2029
1.1.6. Ratio of students and TS	unit	Vice rector for academic activities	16	14	14	13	13	12	12
1.1.7. Number of full-time TS	person	Chief of Staff Vice rector for academic activities	859	990	1040	1160	1190	1325	1340
1.1.8. Academic degree of TS	%	Chief of Staff Vice rector for academic activities	56	56	56	56	57	58	60
1.1.9. The share of document flow at the university in the state language	%	Chief of Staff	91	91,5	92	92,5	93	93,5	94
<b>Objective 1.2. To develop the internationalization of educational activities and ensure promotion in international rankings</b>									
1.2.1. The number of educational programs within the framework of double-degree education with partner universities, including those from the TOP 700 of the QS rating	unit	Vice rector for strategy and internationalization Vice rector for academic activities	11	11	11	12	13	13	14
1.2.2. The share of students who have gone abroad under the academic mobility program for at least a trimester, semester, academic year from the total number of students	%	Vice rector for strategy and internationalization	0,60	0,62	0,68	0,93	1,05	1,11	1,23
1.2.3. The share of TS teaching in English from the total number of TS	%	Vice rector for academic activities	18,70	18,70	18,80	18,90	19,00	19,10	19,20
1.2.4. The share of foreign students in the university from the total number of students (according to the coefficient for national universities -1.5)	%	Vice rector for strategy and internationalization	3,5	4,2	4,3	4,4	4,6	4,6	5,0
1.2.5. The share of foreign experts involved in teaching	%	Vice rector for academic activities Vice rector for strategy and internationalization	1,6	1,7	1,8	1,9	2	2,1	2,3

Key performance indicators (KPIs)	unit of measurement	Responsible executor	Planning period						
			2023	2024	2025	2026	2027	2028	2029
1.2.6. Number of international educational programs	unit	Vice rector for academic activities Vice rector for strategy and internationalization	2	2	2	2	3	3	3
1.2.7. The university's position in the QS-WUR rating, including the TOP 700	position	Vice rector for strategy and internationalization	690	680	680	670	660	650	640
1.2.8. The number of programs included in QS BY SUBJECT, including the TOP 100	unit	Vice rector for strategy and internationalization	2	2	2	2	3	3	3
<b>Objective 1.3. To expand access to MOOCs and global digital libraries</b>									
1.3.1. The share of educational programs in the implementation of which the world digital libraries are used	%	Vice rector for academic activities	85	86	87	88	88	89	90
1.3.2. The share of students using the world's digital libraries in the educational process	%	Vice rector for academic activities	80	82	84	86	88	90	92
1.3.3. Number of educational programs using online courses, including Coursera platforms	unit	Vice rector for academic activities	51	54	57	60	62	65	67
1.3.4. The share of students who have completed online training, including on the Coursera platform	%	Vice rector for academic activities	9	10	11	12	13	14	15
1.3.5 The share of trained students of Latin script of the Kazakh language from the total contingent of undergraduate students	%	Vice rector for academic activities	-	25	35	45	55	60	70
<b>Goal 2. High level of stakeholder satisfaction</b>									
<b>Objective 2.1. To create conditions for inclusive education</b>									
2.1.1. The level of created conditions for inclusive education at the university	%	Vice rector for academic activities Vice rector for Finance	40	42	43	44	45	45	45

Key performance indicators (KPIs)	unit of measurement	Responsible executor	Planning period						
			2023	2024	2025	2026	2027	2028	2029
		and Infrastructure Development							
2.1.2. The number of non-governmental organizations, public foundations and associations involved in the development of inclusive education	unit	Vice rector for academic activities  Director of the Institute of Pedagogy and Psychology	3	3	3	3	3	3	3
<b><i>Objective 2.2. To implement the idea of lifelong learning</i></b>									
2.2.1. The number of students in the programs of the Silver University	person	Vice rector for academic activities	-	10	20	25	30	35	40
2.2.2. Number of students in non-formal education programs (except Silver University)	person	Vice rector for academic activities	300	350	350	400	400	450	500
2.2.3. The number of students in the programs of pedagogical retraining	person	Vice rector for academic activities	100	120	130	140	150	160	170
<b><i>Objective 2.3. To provide career prospects for graduates</i></b>									
2.3.1. Results of graduates' employment in the first year after graduation	%	Vice rector for academic activities	95	95	95	95	96	96	96
2.3.2. Increase in respondents attracted to participate in reputational surveys of employers	person	Vice rector for academic activities Directors of institutes	250	300	350	400	450	500	550
2.3.3. The degree of satisfaction of students with the quality of educational services and the educational ecosystem	%	Office of Institutional Effectiveness	70	71	72	75	76	78	80
<b>Strategic direction 2. Abai University – pedagogical research university</b>									

Key performance indicators (KPIs)	unit of measurement	Responsible executor	Planning period						
			2023	2024	2025	2026	2027	2028	2029
<b>Goal 1. Consistent transformation into a pedagogical research university</b>									
<b><i>Objective 1.1. To increase publication activity and citation, including through an international research network</i></b>									
1.1.1. Number of articles and reviews of TS, university employees in highly rated publications Q1, Q2 Journal Citation Reports JCR, WoS, Scopus	unit	Vice rector for research activities and innovation	110	115	120	125	130	135	140
1.1.2. Citation per employee	%	Vice rector for research activities and innovation	1,2	1,2	1,2	1,3	1,3	1,4	1,5
1.1.3. Citation per publication	%	Vice rector for research activities and innovation	0,4	0,5	0,6	0,7	0,8	0,9	1
1.1.4. International Research Network: collaborations (co-authorship) with foreign partners	unit	Vice rector for research activities and innovation	72	74	76	80	82	84	86
1.1.5. Number of publications in the field of SDGs in Scopus and Web of Science	unit	Vice rector for research activities and innovation	24	25	26	27	28	29	30
<b><i>Objective 1.2. To increase the scientific potential of teaching staff</i></b>									
1.2.1. The share of teaching staff engaged in research work (in accordance with the coefficient for national universities -1.5)	%	Vice rector for research activities and innovation	62	62,5	63	63,5	64	64,5	65
1.2.2. The share of TS who participated in international scientific projects	%	Vice rector for research activities and innovation	0,5	0,6	0,7	0,8	0,9	1,0	1,5
1.2.3. Create a pool of postdoctoral students and	%	Vice rector for research	3	3	3	4	4,5	4,7	5

Key performance indicators (KPIs)	unit of measurement	Responsible executor	Planning period						
			2023	2024	2025	2026	2027	2028	2029
research professors - at least 5% of the total staff of TS		activities and innovation							
1.2.4. The number of young TS engaged in research work (according to the coefficient for national universities -1.5)	person	Vice rector for research activities and innovation	60	65	68	70	73	75	80
<b><i>Objective 1.3. To increase revenues and commercialization of RW</i></b>									
1.3.1. The share of income received from scientific activities, innovative developments and commercialized projects from the total income of the university	%	Vice rector for research activities and innovation	3	3,1	3,2	3,3	3,4	3,5	3,6
1.3.2. The share of TS participating in projects at the expense of the republican budget	%	Vice rector for research activities and innovation	37	38	39	40	41	42	43
1.3.3. The share of implemented international scientific projects from the total number of scientific projects	%	Vice rector for research activities and innovation	2,5	2,5	2,5	4,7	4,7	6,6	6,6
1.3.4. Number of scientific projects and programs within the framework of international collaboration based on intergovernmental agreements	unit	Vice rector for research activities and innovation	0	0	1	1	1	2	2
1.3.5. The number of patents obtained within the framework of RW, implemented at the expense of the state budget	unit	Vice rector for research activities and innovation	1	1	1	2	2	2	3
1.3.6. Number of commercialized research projects	unit	Vice rector for research activities and innovation	1	1	2	2	2	2	3

Key performance indicators (KPIs)	unit of measurement	Responsible executor	Planning period						
			2023	2024	2025	2026	2027	2028	2029
1.3.7. The volume of private co-financing of the RSSTA and applied scientific research (LEA, business representatives)	%	Vice rector for research activities and innovation	0,5	0,5	0,6	0,6	0,7	0,7	0,8
1.3.8. The share of startup projects implemented by TS and students from the total number of scientific projects	%	Vice rector for research activities and innovation	0	1	1	2	2	3	3
<b>Direction 3. Abai University – socially responsible university</b>									
<b>Goal 1. Creating an educational environment conducive to the disclosure of students' talents</b>									
<b>Objective 1.1 To create and maintain a favorable environment for students</b>									
1.1.1. Coverage of students with psychological services, including with SEN	%	Vice rector for social development	5,9	6,0	6,1	6,2	6,3	6,4	6,5
1.1.2. Coverage of students with measures of social support and financial assistance	%	Vice rector for social development	7,3	7,4	7,5	7,6	7,7	7,8	7,9
<b>Objective 1.2. To involve students in social, professional, creative and sports activities</b>									
1.2.1. The proportion of university students involved in organized social and volunteer activities	%	Vice rector for social development	11,50	11,55	11,60	11,65	11,70	11,75	11,80
1.2.2. The share of winners of Olympiads, contests, tournaments	%	Vice rector for academic activities							
		Vice rector for research activities and innovation	3,3	3,4	3,5	3,6	3,7	3,8	3,9
		Vice rector for social development							
1.2.3. Percentage of students engaged in creative and sports activities	%	Vice rector for social development	8,65	8,70	8,75	8,80	8,85	8,90	8,95
1.2.4. The number of events and initiatives that contribute to the disclosure of talents, communication,	unit	Vice rector for social development	70	71	72	73	74	75	76

Key performance indicators (KPIs)	unit of measurement	Responsible executor	Planning period						
			2023	2024	2025	2026	2027	2028	2029
collaboration and the formation of a community of students									
<b>Objective 1.3. To develop students' essential skills</b>									
1.3.1. The number of students involved in the Speaking Club	person	Vice rector for social development	50	60	70	80	90	95	100
1.3.2. Number of attracted students to Honors College	person	Vice rector for social development	100	105	110	115	120	125	130
1.3.3. The number of students who took part in tourist tracking in the RK	person	Vice rector for social development	1000	1050	1100	1150	1200	1250	1300
<b>Strategic Direction 4. Abai University – Friendly campus</b>									
<b>Goal 1. Creating favorable conditions for students to study and live</b>									
<b>Objective 1.1. To create conditions for comfortable learning and accommodation of students</b>									
1.1.1. Number of beds in student dormitories	unit	Vice rector for Finance and Infrastructure Development Vice rector for social development	3060	3242	3242	3242	3242	3242	3422
1.1.2. Commissioned spaces for student recreation and communication	m2	Vice rector for Finance and Infrastructure Development Vice rector for social development	1 050	1 100	1 150	1 200	1 250	1 300	1 350
<b>Objective 1.2. To invest in the development of the university</b>									
1.2.1. The share of attracted investments for the	%	Chief of Staff	0,01	0,01	0,01	0,01	0,01	0,01	0,01



Key performance indicators (KPIs)	unit of measurement	Responsible executor	Planning period						
			2023	2024	2025	2026	2027	2028	2029
development of the university from the total income, including within the endowment fund (in accordance with the coefficient for national universities -1.5)		Vice rector for Finance and Infrastructure							
<b><i>Objective 1.3. To update the infrastructure and equipment of educational and scientific laboratories</i></b>									
1.3.1. The share of financial resources spent on updating infrastructure and educational and scientific equipment in total expenses	%	Vice rector for Finance and Infrastructure	3,0	3,2	3,4	3,5	3,7	3,8	4,0
<b>Goal 2. Step-by-step digitalization of scientific, educational and managerial activities of the university</b>									
<b><i>Objective 2.1. To improve digital infrastructure</i></b>									
2.1.1. Updating the computer and peripheral equipment fleet	unit	Vice rector for academic activities	400	350	350	350	350	350	350
2.1.2. Increasing Internet bandwidth	Mbit/s	Vice rector for academic activities	1200	1300	1500	1600	1700	1800	2000
2.1.3. Increasing the Wi-Fi coverage area	%	Vice rector for academic activities	75	80	85	90	95	100	100
2.1.4. Purchase of interactive panels	unit	Vice rector for academic activities	49	30	30	30	30	30	30
2.1.5. Purchase of video surveillance cameras	unit	Vice rector for academic activities	92	377	100	100	100	100	100

## 8. EXPLANATION OF ABBREVIATIONS AND GLOSSARY

The following terms and definitions are used in this Program:

MSHE RK	The Ministry of Science and Higher Education of the Republic of Kazakhstan is the central executive body of the Republic of Kazakhstan, which carries out management and intersectoral coordination in the field of higher and postgraduate education
University	Non-profit Joint Stock Company « Abai Kazakh National Pedagogical University « of the Ministry of Science and Higher Education of the Republic of Kazakhstan
CQASFHE	Committee for Quality Assurance in the Field of Science and Higher Education of the Ministry of Science and Higher Education of the Republic of Kazakhstan.
EPHP	Educational programs of higher and (or) postgraduate education
RW	Research work
TS	Teaching staff
RWS	Research work of students
SRI	Research institutes
SC	Scientific centers
RDW	Research and development work
RSSTA	The result of scientific and (or) scientific-technical activities
MOOC	Massive open online courses
EP	Educational program
SEN	Special educational needs
PD	Pedagogical direction
AAD	Academic Affairs Department
DDEP	Department of Design of Educational Programs
CAE	Center for Academic Excellence
DIC	Department of International Cooperation
IDD	Infrastructure Development Department
DS	Department of Strategy
DESW&YP	Department of Educational, Social Work and Youth Policy
SD	Science Department
DEP&A	Department of Economic Planning and Analysis
A&RD	Accounting and Reporting Department
EPC	Educational and production complex
DSSC	Digital Student Service Center
TC	Testing Center
CTE	Center of Teaching Excellence
SDG	United Nations Sustainable Development Goals
OIE	Office of Institutional Effectiveness
HRPD	HR Policy Department
DCRSTA	Department of commercialization of the results of scientific and technical activities
OF&AAS	Office Management and Archival Affairs Service
Program	Detailed plan of activities, works, actions
Process	A set of interrelated and interacting activities that transform inputs into outputs.
Mission	The main purpose of the organization is to determine its role in the implementation of state policy in the relevant industry or field of activity
Vision	An image of the future that reflects how the organization sees the results of its

activities in the future based on the results of the implementation of the development program. The vision may be subject to change as new trends and perspectives emerge

Value	Brief description of the moral and professional principles of the organization
Goal	The state of the organization by the end of the planned period, the achievement of which is ensured by the implementation of the relevant document
Key performance indicators	Indicators of the direct and final result of the organization's activities, as well as quality indicators (if any)
Objective	The main condition necessary for the fulfillment and achievement of goals and objectives, as well as ensuring key changes in the organization by the end of the planning period

*Note:*

*The development program of the NJSC "Abai Kazakh National Pedagogical University" for 2023–2029 was approved by the decision of the Board of Directors (minutes of meeting №9 dated December 20, 2023).*