

AGREED

Chairman of the Supervisory Board

B. Akhan

Protocol № 3

«26» 10. 2023 y.

APPROVED

Chairman of the Academic C

O.I. Lygina

Protocol № 3

«26» 10. 2023 y.

**BAISHEV UNIVERSITY DEVELOPMENT PROGRAM
FOR 2023-2029**



	Baishev University Development program for 2023-2029	QMS F.1-05-2023 Changes: 01 Pg.: 2 of 57
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Baishev University Development Program for 2023-2029/under the general editorship of Rector - O.I. Lygina. – Aktobe, Baishev University. – 2023. - 57 p.

The program is a document regulating and guiding the development of the University for 2023-2029.

The Development Program provides an overview of the current state of Baishev University, the vision, mission and values of the University, strategic priorities and ways to achieve the set goal of the Program, and a description of the expected results of the Program as well.

The program is intended for managers at all levels of the University, faculty, departments' staff, students and other interested parties.

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1. PASSPORT OF THE BAISHEV UNIVERSITY DEVELOPMENT PROGRAM

Program Name	Baishev University Development Program for 2023-2029
Basis for the Program development	<ol style="list-style-type: none"> 1. Law of the Republic of Kazakhstan “On Education” dated July 27, 2007 No. 319-III; 2. Law of the Republic of Kazakhstan “On Science” dated February 18, 2011 No. 407-IV; 3. Law of the Republic of Kazakhstan “On State Youth Policy” dated February 9, 2015 No. 285-V; 4. Message from the President of the Republic of Kazakhstan - Leader of the Nation N.A. Nazarbayev to the people of Kazakhstan, Astana, December 14, 2012 “Strategy “Kazakhstan-2050”: a new political course of an established state”; 5. Decree of the President of the Republic of Kazakhstan “On approval of the National Development Plan of the Republic of Kazakhstan until 2025 and invalidation of some decrees of the President of the Republic of Kazakhstan” dated February 15, 2018 No. 636; 6. Decree of the President of the Republic of Kazakhstan “On National Priorities of the Republic of Kazakhstan until 2025” dated February 26, 2021 No. 520; 7. Decree of the Government of the Republic of Kazakhstan “On approval of the Concept for the development of higher education and science in the Republic of Kazakhstan for 2023 – 2029” dated March 28, 2023 No. 248; 8. Order of the Minister of Education and Science of the Republic of Kazakhstan “On approval of the structure and rules for developing a program for the development of an organization of higher and (or) postgraduate education” dated October 25, 2018 No. 590; 9. Decision of the Academic Council of Baishev University (Minutes No. 2 of October 26, 2023)
Program Developer	Institution "Baishev University"
Goals and objectives of the Program	<p>The goal of the Program: achieving a qualitatively new level of development of the University in accordance with the priorities of the National Development Plan of Kazakhstan, the Concept for the Development of Higher Education and Science of the Republic of Kazakhstan.</p> <p>Objectives of the Program: improving the mechanisms for implementing priority areas based on the systemic development of educational, scientific, personnel, information, and material resources of the University</p>
Timing and stages of the Program implementation	2023-2029 years
Sources of financing	Funds received as part of the University’s provision of educational services, from the republican budget, funds from the endowment, etc.



2. INTRODUCTION

*«We strive to be part of the open modern world,
developing culture, education and science».*
Message from the Head of State
Kassym-Jomart Tokayev to the people of Kazakhstan
«Economic course of a Fair Kazakhstan»

The development of education, science and culture is an important priority for achieving the goals of socio-economic modernization of the Republic of Kazakhstan set in the: Development Strategy of the Republic of Kazakhstan until 2050, the National Priorities of the Republic of Kazakhstan until 2025, the National Development Plan of the Republic of Kazakhstan until 2025, the Concept for the Development of Higher Education education and science of the Republic of Kazakhstan for 2023 - 2029.

The state is creating all the conditions for the effective operation of universities: a new mechanism for integrating the education system and business is being formed through the creation of various forms of corporate governance, the legal framework of the education and science system is being updated to expand the academic freedom of higher education institutions, access to higher education is expanding through an increase in the number of grants and quotas, grants for youth from socially vulnerable groups, etc.

Baishev University is guided by the strategic goals and objectives of the country's development and strives for their implementation through the implementation of its own development strategy.

The Baishev University Development Program for 2023-2029 is a logical continuation of the Baishev University Development Program for 2020-2024, approved at a meeting of the Academic Council (Protocol of AC No. 7 dated 02/27/2020)

The Baishev University program for 2023-2029 is structured in accordance with:

1) with the directions of the Development Strategy of Kazakhstan until 2050:

- 1 Economic policy of the New Course
- 2 Comprehensive support for entrepreneurship
- 3 New principles of social policy
- 4 Knowledge and professional skills
- 5 Further strengthening of statehood and development of Kazakhstan's democracy
- 6 Consistent and predictable foreign policy
- 7 New Kazakhstani patriotism



2) with the national priority of the Republic of Kazakhstan until 2025 and the National Development Plan of the Republic of Kazakhstan until 2025: «Quality education»

3) with the directions of the Concept for the development of higher education and science of the Republic of Kazakhstan for 2023 - 2029:

- 1 Availability of higher and postgraduate education
- 2 Advanced staffing
- 3 Development of infrastructure and digital architecture of higher education
- 4 Internationalization of higher and postgraduate education
- 5 Third mission of the university
- 6 Development of a system of lifelong education and recognition of the results of non-formal learning
- 7 Development of a certification system and expansion of coverage of the population with non-formal education
- 8 Increasing digital competencies of citizens
- 9 Introduction of a new model of science administration
- 10 Strengthening intellectual potential
- 11 Modernization of scientific infrastructure and digitalization
- 12 Development of university science
- 13 Development of applied science and the commercialization ecosystem of RSSTA

4) with the goals and objectives of the country's territorial development plans, the development of the relevant ministry, the Western region of Kazakhstan, including the Aktobe region, etc.

This Program outlines strategic guidelines for the modernization of the educational activities of Baishev University in accordance with the priority directions of the country's government programs and transformation into the University of Open Innovation to train competitive personnel for the development of the Western region of the Republic of Kazakhstan.

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3. REVIEW OF THE CURRENT STATE OF BAISHEV UNIVERSITY: ACHIEVEMENTS, PROBLEMS AND CHALLENGES

3.1 Analysis of the current state of Baishev University

3.1.1 Leadership and management

Baishev University is a multidisciplinary university designed to guarantee:

- personnel and scientific support for innovative development of regions of Kazakhstan;
- compliance of the quality of educational and scientific services with the level of national and international standards;
- improving its activities in order to integrate into the global educational and scientific space.

Baishev University carries out educational activities in accordance with the Charter (with amendments and additions), approved by the founders and re-registered with the Department of Justice of the Aktobe region on July 13, 2020, and on the basis of license No. KZ60LAA00015320 dated 04/02/2019 in 19 areas of training, including: 17 areas of training for higher education (bachelor's), 2 areas of training for postgraduate education (master's).

Educational programs are adapted for industries in the Western region of the Republic of Kazakhstan with the regional cities of Uralsk, Atyrau, Aktau and Aktobe.

The University's policy is aimed at improving the quality of educational activities, strengthening human resources, ensuring the integration of science and production, nurturing a harmonious personality, developing the material and technical base, and improving the structure of the University.

The policy of ensuring openness and transparency of the University's activities allows us to evaluate the effectiveness of the university's quality assurance processes and inform the public about the level of quality of various areas of its activities.

The University publishes information about academic, scientific, educational and social events of the University, achievements, etc. in the media/social networks (Instagram/youtube, etc.), on the official website.

The university's internal quality assurance system (QMS IR 02-2023 Internal Quality Assurance Policy) ensures the development of the university in accordance with the EMC, the Goal and Quality Policy of the university, with the requirements of the criteria of ST RK ISO 9001-2016 "Quality Management Systems. Requirements", European Standards for Quality Assurance in Higher Education (ESG).



In accordance with ISO 37001:2016 Anti-Corruption Management System, the anti-corruption culture of teaching staff, employees and students of the University is implemented.

The most important tasks of the university management are to form a long-term vision, set strategic goals and objectives of the university, and ensure their balance at the level of structural divisions.

The management policy of educational activities and the effectiveness of its functioning are based on the creation of the organizational structure of the University, ensuring the unity of stable relationships between structural divisions.

The governing body of the Baishev University institution is the supervisory board (QMS R 101.1-2023 Regulations on the supervisory board).

Management of the University is carried out on the principles of unity of command and collegiality, which provides for the formation of collegial governing bodies. The University has collegial bodies (academic council (QMS R 102.1-2023 Regulations on the Academic Council), an educational and methodological council (QMS R 201.1-2023 Regulations on the educational and methodological council) and advisory bodies: scientific and technical council (QMS R 202.1-2023 Regulations on the Scientific and Technical Council), Council on Ethics and Anti-Corruption Activities (QMS R 203.4-2023 Regulations on the Council on Ethics and Anti-Corruption Activities), Council of Young Scientists (QMS R 202.2-2023 Regulations on the Council of Young Scientists), councils on academic quality at higher schools (QMS R 300.1-2023 Regulations on the Council on Academic Quality), the scientific community of students (QMS R 202.3-2023 Regulations on the scientific community of students), the council of employers (QMS R 201.2-2023 Regulations on the Council of Employers), alumni association (QMS R 201.3-2023 Regulations on the Alumni Association).

Management of the University is carried out in the main areas of activity of the University:

1) Educational, methodological and scientific-methodological activities are carried out in accordance with the Law of the Republic of Kazakhstan "On Education" dated July 27, 2007 No. 319-III, the Order of the MES RK "On approval of the Rules for the organization and implementation of educational, methodological and scientific-methodological work in educational organizations" dated November 29, 2007, No. 583, QMS SO 2.02-2023 "Management of educational, methodological and scientific-methodological work" in order to integrate education and science, ensure and



improve the educational process, develop and implement new teaching technologies, ensuring advanced training of teaching staff and University staff.

2) *Research and innovation activities* are carried out in accordance with the Law of the Republic of Kazakhstan “On Education” dated July 27, 2007 No. 319-III, the Law of the Republic of Kazakhstan “On Science” dated February 18, 2011 No. 407-IV, the Law of the Republic of Kazakhstan “On Commercialization” results of scientific and (or) scientific and technical activities” dated October 31, 2015 No. 381-V ZRK, QMS SO 2.03-2023 "Management of scientific, research activities" for the development of university science.

3) *The international activities* of Baishev University are carried out on the basis of the legislation of the Republic of Kazakhstan and international treaties of the Republic of Kazakhstan. The university establishes direct connections with foreign educational, scientific and cultural organizations, international organizations and foundations, concludes bilateral and multilateral cooperation agreements, participates in international exchange programs for students, teachers and researchers, trains personnel from among foreign citizens, and joins international non-governmental organizations. organizations (associations) in the field of education.

4) *Social and cultural activities* (QMS SO 2.04-2023 Management of social and cultural development) are an integral part of the educational process of the University and are aimed at the formation of patriotism, citizenship, internationalism, high morality and morality, legal culture, interfaith tolerance based on the values of Kazakhstani identity and unity, spiritual and moral values, the formation of a culture of healthy lifestyle and “zero tolerance” towards corruption, as well as the development of diverse interests and abilities of students based on mutual respect for the human dignity of students and the University staff.

Student self-government bodies take part in the activities of the university, students are members of the collegial management bodies and advisory bodies of the University.

The management of the university is carried out by the management of the University through the mechanism of planning and monitoring the implementation of the MBC, Quality Goals and Quality Policy of the University, the Development Program of Baishev University, as well as educational activities for compliance with the requirements of regulatory legal acts (hereinafter referred to as RLA) of the Republic of Kazakhstan and intra-university documented information (hereinafter DI) QMS Baishev University. The register of legal acts, DI QMS is posted on the official website of the University, the corporate messenger VK Teams.

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At the moment, the university is a stable platform for training personnel with higher and postgraduate education.

3.1.2 External assessment of the quality of educational activities of the University

The University demonstrates openness and transparency of activities to participate in external quality assurance procedures:

- ratings of universities and EP conducted by independent agencies, NPP “ATAMEKEN”;;
- accreditation of universities and EP by accreditation bodies;
- quality assessments by stakeholders, etc.

Institution "Baishev University":

– accredited by a number of accreditation agencies included in the register of the Ministry of Education and Science of the Republic of Kazakhstan, in particular within the framework of international institutional accreditation by the Kazakhstan Association of Modern (Elite) Education KAZSEE for a period of 5 years until 03/05/2028 (certificate No. 23/15KA0023), and undergraduate educational programs are also accredited and master's programs in accordance with international standards of specialized accreditation of national agencies;

– accredited by the Committee of Science of the Ministry of Education and Science of the Republic of Kazakhstan as a subject of scientific and (or) scientific and technical activities in 2022 for a period of 5 years (certificate series MK No. 00011);

– certified by AB JSC “National Center for Expertise and Certification” for compliance with the requirements of ST RK ISO 9001-2016 (ISO 9001:2015) “Quality management systems. Requirements” in 2023 for a period of 3 years.

The information openness of the University allows international and national agencies (organizations) to conduct an independent assessment of the quality of the university’s activities and determine the university’s place in the rankings.

Baishev University demonstrates stable positions in national and international rankings:

1) In the National Ranking of Demand for Universities, Baishev University has been included in the TOP 20 best universities in the Republic of Kazakhstan in recent years (in 2018 it took 13th place, in 2019 - 11th place, in 2020 - 13th place, in 2021 - 14th place).

2) According to the international rating “Webometrics Ranking of World Universities”, which evaluates open access to knowledge produced by the university, Baishev University is improving its position: in 2018 it took 88th

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place among universities in the Republic of Kazakhstan, in 2020 - 67th place, in 2021 - 72nd place, 2022 - 49th place among 132 universities of the Republic of Kazakhstan), 2023 - 40th place among 130 universities of the Republic of Kazakhstan

3) In the National Business Rating at the end of 2019, Baishev University took 25th place (bronze) among enterprises of the Republic of Kazakhstan in terms of “Exemplary Taxpayer” and 26th place (bronze) in terms of “Contribution to the State Budget”

4) In the international ranking of the European Chamber of Science and Industry ARES-2020 for Kazakhstan: 66th place out of 95 Kazakhstani universities, corresponding to category “B” - reliable quality of teaching, scientific activity and demand for graduates by employers.

5) In the rating of the EP of the National Chamber of Entrepreneurs of the Republic of Kazakhstan "Atameken" in terms of employment of graduates in the EP, the average percentage of employment of the University is 85.35%.

6) In the Kazakhstan national H-index ranking for 2023, Baishev University ranks 87th out of 148 public institutions and research institutes of the Republic of Kazakhstan.

The activities of the University are recognized by the public at the republican, regional, and international levels:

- letter of gratitude from the Minister of Religious Affairs and Civil Society for active participation in the development of student entrepreneurship and innovation activities (2018).

- diplomas and letters of gratitude from the Ministry of Education and Science of the Republic of Kazakhstan to 11 employees of the University (2018, 2019).

- diploma in the category “Best University” based on the results of the XV labor season of the youth team “Zhasyl EI” (2019).

- medal “ZhalantosBahadur” of the charitable foundation “ZhalantosBahadur Seytululy” (2019).

- international medal “For contribution to the Turkic world” within the framework of the international symposium in Mersin (Turkey), organized by the Merak Mersin Academy (2019).

- the president of Baishev University was awarded a badge for services to the Aktobe region and a medal for the 150th anniversary of the city of Aktobe (2019).

- letter of gratitude from the National Movement “Bobek” for participation in project 1 of the International Encyclopedia of Scientists “Commonwealth of Independent States -2019”.



- letter of gratitude from the AB RSE “Kazakhstan Institute of Standardization and Certification” for the clear organization of the internal quality assurance system of Baishev University (2019).

- letters of gratitude from the Akim of the Aktobe region to 3 employees of the University (2023), etc.

In 2023, the RPO “National League of Consumers” Baishev University was issued a certificate “People’s Quality Mark “Impeccably”” (No. 00054)

3.1.3 Educational activities

Baishev University implements a two-level model of training personnel with higher and postgraduate education in 19 areas of training that are priorities for the industrial and social spheres of the Western region of the Republic of Kazakhstan.

The University’s portfolio of educational programs fully corresponds to the main segments of the region’s economy, the tasks of developing scientific and innovative potential and guarantees a high level of quality in personnel training.

Areas of higher education training

1. 6B011 Pedagogy and psychology
2. 6B012 Pedagogy of preschool education and training
3. 6B013 Training of teachers without subject specialization
4. 6B014 Training of teachers with subject specialization of general development
5. 6B017 Teacher training in languages and literature
6. 6B021 Art
7. 6B023 Languages and literature
8. 6B041 Business and management
9. 6B042 Law
10. 6B052 Environment
11. 6B061 Information and communication technologies
12. 6B071 Engineering
13. 6B072 Manufacturing and Processing Industries
14. 6B073 Architecture and construction
15. 6B081 Agronomy
16. 6B091 Veterinary
17. 6B113 Transport services

Directions for postgraduate education

18. 7M017 Training of teachers in languages and literature
19. 7M041 Business and management



The University's educational programs are developed by academic committees in accordance with the State Educational Standards of the Republic of Kazakhstan, NQF, IQF, professional standards (if any), Dublin descriptors, the European Qualifications Framework, taking into account the needs and with the participation of stakeholders, and are implemented in accordance with plans for the development of educational programs (QMS R 201.6-2023 Regulations on the development and implementation of the educational program).

Academic quality councils at the Higher School make decisions on the content and conditions for the implementation of educational programs, on the assessment policy and the SVQ of higher education, on organizing a survey of students regarding the conformity of the quality of educational programs and (or) disciplines/modules and analyzing the results for the presence of facts of violation academic integrity (QMS R 300.1-2023 Regulations on the Council for Academic Quality).

Education at the University is carried out full-time with full and shortened periods of study, in the state (mainly) and Russian languages.

The student population for the 2023-2024 academic year (as of September 1, 2023) was 1,169 people, including 1,129 undergraduate students. (full term of study - 693 people, shortened term of study - 436 people), master's degree - 40 people. The share of students studying in the state language is 95.2% of the total student population.

In the 2023-2024 academic year, 18 students are studying under state educational grants, including 8 1st year students in EP 6B09131 – “Veterinary Science” (4 people), 6B07222 – “Mining” (2 people), 6B07311 – “Construction” (1 person), 6B07211 - "Oil and Gas Business" (1 person) and 10 5th year students in EP 6B09111 - "Veterinary Sanitation".

In the 2023-2024 academic year, 3 students were given the opportunity to study at the expense of the Kazakhstan Khalkyna Foundation (Design - 1 person, Physical culture and sports - 2 people).

The university is part of: REMC of Narxoz University - in the direction of training “Business and Management”; REMC of the International Educational Corporation (KazGASA) - in the direction of training “Architecture and Construction”; REMC KazUIRWL named after. Abylay Khan - in the direction of training “Training of teachers in languages and literature” and “Language and literature”; REMC KazATK named after. M. Tynyshpayeva - in the direction of training “Transport services”.

As part of the work to implement the task of developing young teachers, the University organized the “School of Young Teachers” (QMS R 201.17-2023 Regulations on the School of Young Teachers).



The University provides a unique opportunity for teachers and students to realize themselves under the academic mobility program (QMS R 202.5-2023 Regulations on the academic mobility of students, teaching staff and staff) in universities in countries far and near abroad (FSBEI HE "Bashkir State Pedagogical University named after M. Akmulla" (Ufa, Republic of Bashkortostan, Russian Federation), Federal State Budgetary Educational Institution of Higher Education "Orenburg Branch of the Russian University of Economics named after G. Plekhanov" (Russian Federation), Xinjiang University of Finance and Economics (Urumqi, China), Tongmyong University (Busan, South Korea), Federal State Budgetary Educational Institution of Higher Professional Education "Udmurt State University" (Izhevsk, Udmurt Republic, Russian Federation), Alcide de Gasperi University of Euroregional Economics in Yuzefow (Poland)), etc.

In 2023, Baishev University received grants:

- for training 2 students (undergraduate) in Europe within the framework of academic mobility at the expense of the republican budget, according to the order of the Acting Minister of Science and Higher Education of the Republic of Kazakhstan "On approval of the number of places for studying abroad within the framework of academic mobility for 2023" dated 5 May 2023 No. 199.

- to attract the 1st foreign expert to the teaching activities of Baishev University, according to the order of the acting MSHE "On approval of the number of foreign experts to attract teaching activities of higher educational institutions for 2023" dated 05.05.2023 No. 200.

The University holds events and implements programs for the adaptation of foreign students. More than 150 foreign citizens from Iran, China, Russia, Uzbekistan, Ukraine and other countries studied in various educational programs of the University.

In the 2023-2024 academic year, 8 foreign citizens of the Russian Federation, Uzbekistan, and Malaysia are studying.

Academic freedom is expanding in determining the content of EP and educational programs with the participation of stakeholders.

Round tables are held annually with the participation of teaching staff, employers, students and other interested parties, at which issues of the content of educational programs are discussed, innovative proposals are put forward and the possibility of their implementation in the educational process is considered. The attractiveness and competitiveness of the University is enhanced by a wide selection of elective courses taught by leading practitioners, which enhances the practice-oriented nature of education.

Cooperation of the University with practice bases (QMS R 201.12-2023 Regulations on the organization of professional practice of students), with This document cannot be reproduced or distributed without the permission of the President of Baishev University



branches (QMS RR 300.1-2023 Regulations on branches), dual training (QMS R 201.21-2023 Regulations on elements of dual training) ensure practice-oriented training and helps to expand the circle of potential employers. The University has currently concluded agreements with strategic partners (organizations, enterprises, institutions of the Western region of Kazakhstan), identified as bases for the practice of students, branches of the Higher School and potential employment of graduates.

Provision of practice bases is 100%.

The work of 27 branches based on enterprises was organized.

Employment of graduates at the university as a whole is 85%, graduates who studied under state orders are 67.8%

The results of a survey of heads of industry institutions indicate the demand for University graduates in the regional labor market, the good level of quality of theoretical and professional training of University graduates (80% satisfaction with quality).

An important and relevant factor in the implementation of educational programs is the organization of professional certification of students to assess the specialist's compliance with the requirements of the professional standard. According to the results of professional certification of graduates in the field of education "Pedagogical Sciences" in 2023, the rate of successful completion of NCT was 62%, including bachelor's degree - 60.5%, master's degree - 73.5%..

3.1.4 Research activities and international cooperation

The University has scientific accreditation as a subject of scientific and (or) scientific and technical activities in 2022 for a period of 5 years (certificate series MK No. 00011).

The University's research activities, including scientific research in pedagogical, natural, technical, social and other fields of science, comply with the priorities of national policy in the field of education, science and innovative development, the mission and strategy of the University.

The University has a scientific and technical council, a council of young scientists, a scientific student community, scientific and research laboratories, and student scientific circles.

The University publishes a scientific journal (ISSN 2706-8293) on the problems of modern science and branches of education, which in 2014 was included in the list of journals refereed and cited by the Kazakhstan Citation Database of JSC NC State Scientific and Technical Technologies and in 2016 a quantitative indicator of the information significance of the journal (impact – factor) was 0.06.



Teaching staff and researchers of Baishev University are members of a number of professional associations and alliances: UNAI - United Nations "Interaction with the Academic Community" Department of Public Information, PDC Center - professional development center jointly with the British Council, the international non-profit organization Enactus, the SAA Association "Academic Community" activities" (Serbia), International Association of Teachers of Russian Language and Literature (MAPRYAL), Kazakhstan Association of Teachers of Russian Language and Literature (KazPRYAL), International Public Association of Alisher Navoi (Foundation), National Academy of Mining Sciences (NAMS) of the Republic of Kazakhstan, International Scientific Academy AntiqueWorld, ANO "Commonwealth of the Eurasian Peoples", ANO "Center for Continuing Education "Alfa-Dialogue", ROO "Kazakh Psychological Society", NGO "Kazakhstan Academy of Quality Management" (KAQM), NGO "Assembly of the People of Kazakhstan", "Council of Mediators of the Aktobe Region" and etc.

University scientists are members of the national scientific councils of the Republic of Kazakhstan in the areas of science "Scientific foundations of Mangilik El (education of the 21st century, fundamental and applied research in the field of humanities)", "Rational use of natural resources, including water resources, geology, processing, new materials and technologies, safe products and structures", "Information, telecommunication and space technologies, scientific research in the field of natural sciences"; the Industry Council for the Oil and Gas Industry on the development of the Industry Qualification Framework (IQF) in the oil and gas industry with the participation of representatives of employers' associations, specialists from higher and secondary specialized educational institutions; International Economic Eurasian Academy, International Academy of Informatization (IAI), Regional Academy of Management (RAM), Alliance of Young Scientists, Chamber of Legal Advisers, etc.

The University's teaching staff is a member of the collegial bodies of international scientific journals: the international scientific and practical journal "Law and Global Society" (Astrakhan, Russia), the scientific journal "Information Protection" (Kiev, Ukraine), the journal of the Higher Attestation Commission of Ukraine "European Journal of Management Issues" (Dnepropetrovsk, Ukraine), the international magazine "Language and Culture" (Kutaisi, Georgia), the international magazine "Intercultural Communication" (Warsaw, Poland), the international magazine "International Scientific School Bulletin" (Moscow, Russia).

The University teaching staff actively participates in announced competitions for scientific research within the framework of grant funding for This document cannot be reproduced or distributed without the permission of the President of Baishev University



scientific research and is the owner of grants for the implementation of applied research projects.

The achieved result of R&D is the production of school chalk, which in 2018 was examined at the Aktobe branch of the National Center of Expertise and Certification JSC and registered (No. 2 of April 25, 2018) as an organization standard. School crayons. ST TOO 160340003988-01-2018 (04/10/2018).

In 2019, the University was recognized as the winner of the competition within the framework of the project “Stimulating Productive Innovation”, conducted by the Science Committee of the Ministry of Education and Science of the Republic of Kazakhstan for the selection of technology transfer / commercialization offices in Universities of the Republic of Kazakhstan among 17 universities of the Republic of Kazakhstan.

In 2019, the 1st stage of the project of the Ministry of Education and Science of the Republic of Kazakhstan and the British Council “Assessment of internationalization strategies in Kazakh universities” was completed, under a grant from the US Embassy under the program “Professional English for Journalists”, which is designed to provide support in improving the professionalism of Kazakh journalists, as well as their level of English language proficiency in connection with the transition of society to trilingualism. The British Council program was conducted on behalf of the US Embassy in Kazakhstan.

For the period from 2018 to 2020, a competitive project entitled “Environmentally and cost-effective building composite materials based on industrial waste” was completed as part of grant funding for scientific research in the amount of 45 million 300 thousand tenge;

For the period from 2020 to 2022, together with the Research Institute of Building Physics of the Russian Academy of Architecture and Construction Sciences (RAACS), Doctor of Technical Sciences, Professor B.R. Isakulov an international project was completed on the topic “Scientific basis for the detoxification of waste from the oil refining and metallurgical industries with the production of binders for structural building materials” on the basis of the Cooperation Agreement dated 09/02/2020 and Labor Agreement No. 113/40 dated 09/08/2020.

From May 20, 2022, the topic “Development of the scientific potential of young scientists at regional universities of the Republic of Kazakhstan: a mentoring model” is being implemented on the basis of a received grant for the implementation of scientific, scientific and technical projects for grant funding in the amount of 53,342,680 tenge (agreement No. 89-KMUZ, decision National Scientific Council on grant funding for the priority “Research in Education and Science”, minutes of meeting No. 2 of April 15-20, 2022;

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From August 3, 2023, the topic “Methodology of teaching Kazakh language as a foreign language through a system of ethnocultural units” is being implemented on the basis of a received grant for the implementation of scientific, scientific and technical projects for grant funding in the amount of 64,585,148 tenge (agreement No. 297/23-25, decision National Scientific Council on grant funding for the priority “Research in Education and Science”, minutes of meeting No. 6 of June 26-July 10, 2023).

Scientific research on the basis of preschool education and training and secondary education organizations is carried out by teachers of specialized disciplines in educational programs in the field of personnel training in the field of education “Pedagogical Sciences”.

One of the priorities is international cooperation. The university maintains close relations of international cooperation with universities in the USA, China, Poland, Bulgaria, Turkey, Georgia, South Korea, Malaysia, Iran, Latvia, Russia, Ukraine, Belarus, Uzbekistan, etc.

The University has concluded agreements with foreign universities in the near and far abroad on joint cooperation in the field of education and science: University of California at Riverside (USA), University of Pahang (Malaysia), Tongmyong University (Busan, Republic of Korea), Nanchang University (PRC), Xinjiang University of Finance and Economics (Urumqi, China), Lodz Technical University, University of Euroregional Economics. Alcide de Gasperi in Jozefow, Krakow Pedagogical University (Poland), Baltic International Academy (Riga, Latvia), Gorgan University of Agricultural Sciences and Natural Resources (Iran), Fatih Sultan Mehmet Foundation University in Istanbul (Turkey), Kutaisi National Training University (Georgia)), National Research Technological University "MISiS" (Russia, Moscow), Bashkir State Pedagogical University named after. M. Akmully (Ufa, Russian Federation), State Scientific Institution VNIIMS (All-Russian Research Institute of Beef Cattle Breeding, Orenburg, Russian Federation), Research Institute of Applied Mathematics and Automation of the Kabardino-Balkarian Scientific Center (Kabardino-Balkaria, Russian Federation), National Aviation University (Kyiv, Ukraine), Dnepropetrovsk National University named after Olesya Gonchar (Ukraine) Belarusian State University (Minsk, Belarus), etc. As part of the organization of international cooperation, an oral agreement on cooperation was reached with representatives of Scandinavia, England, Estonia, etc.

On November 10, 2022, a Memorandum of Understanding was signed between Northern Illinois University and Baishev University.

According to the project of 500 scientists within the framework of the Bolashak program, in 2023, 2 teachers of the Veterinary Education Program won a grant for a scientific internship in the UK.

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In 2018, students of Enactus Baishev University won a social grant within the framework of the ongoing joint Project of the International Bank for Reconstruction and Development and the Ministry of Education and Science of the Republic of Kazakhstan - Project for the development of the youth corps "ZhasProject" in the amount of 1,000,000 tenge for the implementation of the project "TooEasy" - English language courses for citizens with disabilities.

The Enactus Baishev University team participated in the National Cup ENACTUS Kazakhstan National EXPO 2019 (April 22-23, 2019, Almaty) and was awarded the cup for 3rd place in the league.

Researcher Connect trainings are conducted at the Professional Development and Engagement Center (British Council), created on the basis of the ZEREK Technopark of Baishev University. Researcher Connect is a series of interactive training courses for researchers at any stage of research activity and working in any academic field. These courses are aimed at professional development with a focus on improving communication skills in an international context.

The Zerek Creative Hub consists of an IT school and a Business incubator.

Since December 2022, Technopark Zerek LLP has been a member of AstanaHub. This allowed us to take part in the selection of schools for training IT specialists in the TechOrda program in the course "Programming in Python".

In order to introduce students and young scientists to creative thinking and entrepreneurial activity, a business incubator began operating in 2022. The business incubator provides support and training for students, teaching staff and employees in creating start-up projects, participating in grant competitions and finding investors.

In September 2022, applications from four startup projects were sent to participate in the republican and regional competition of innovative ideas "Tauelsizdik Urpaktary":

1. Free Air. Author of the project: Yesengaliyev Adilkazy. University system administrator;

2. Kenzhe Linguistic Center. Author of the project: Sebayeva Kenzhegul, leading specialist of the Strategic Development Department.

3. EasyTalk. Author of the project: Nasipkalieva Nurgul, 4th year student OP 6B01731 - "Foreign language: two foreign languages."

4. Financial literacy. Author of the project: Dauletova Rysgul. Leading specialist of the academic department.

Based on the results of the regional competition, 3 University employee authors were awarded and received a grant in the amount of 300,000 tenge.



From 2022 to August 2023, Baishev University, as part of the Creative Flame program, was a member of the international creative entrepreneurship community Enterprise Educators UK.

In January 2023, Baishev University employees underwent training at the Terricon Valley business incubator in Karaganda, receiving a tracker certificate, which allows them to lead startup teams as part of business incubation programs.

In February-March 2023, the 1st stream of the Zerek incubation program was carried out. 46 people took part in the incubation program. Together with mentor Olanrenwaju Olayoe from Lincoln University, events were held on the basics of Idea Formation, Team Building, Creativity, Customer Development, etc. Guest lecturers from among entrepreneurs of the Aktobe region were invited: Dina Kenzhebaeva - founder of @eco_chisto_aktobe, Aizhan Bisengalieva - founder of otbasy_look.kz, Molzhigitov Nurbolat - founder of oem.kz. Also, with the support of the Chamber of Entrepreneurs of the Aktobe region, a field trip was held to the site of the local manufacturer of metal-plastic windows, Europlast Company LLP.

In general, the research and international activities of the university are aimed at

- ensuring the integration of education, science and production;
- ensuring integration into the international educational space.

To improve performance, the University carries out systematic work:

- a remote form of cooperation is used to successfully attract foreign scientists to cooperation;
- invitation of scientists from universities of the CIS countries and foreign countries;
- implementation of the program of external academic mobility of teachers and students;
- inclusion of foreign scientists in research groups, as well as attraction through state or international exchange programs, etc.

3.1.5 Social and cultural activities

The socio-cultural activities of Baishev University are an integral part of the educational process and occupy a significant place in the strategic development of the university.

Particular importance is given to the promotion and implementation of priority areas of the annual Address of the President of the Republic of Kazakhstan to the people of Kazakhstan, clarification of the main provisions of the Laws of the Republic of Kazakhstan on State Youth Policy, on Anti-



Corruption, the academic policy of Baishev University, and the principles of academic integrity.

One of the main priority areas of socio-cultural activities is increasing legal literacy, preventing crime among young people and anti-corruption activities. In order to implement this priority, round tables, meetings, seminars and debates are regularly held.

Information is posted on the page “Socio-cultural development” and the news feed of the University website <https://bu.edu.kz/>

The University has created all the necessary conditions for the formation of a harmoniously developed personality of students.

The bodies of student self-government are the student parliament and the student dormitory council.

The University Youth Affairs Committee has been repeatedly recognized as the best among the NIS of universities in Aktobe, and was awarded a letter of gratitude from the Akim of the Aktobe region. The Youth Affairs Committee works closely with the Department of Internal Policy, the regional and city resource centers.

University students are given the opportunity to participate in 13 clubs and 6 sports sections (volleyball, football, basketball, chess, togyz kumalak, swimming).

The KVN team, 4 dance groups, 4 vocal groups united the creative youth of the University.

Members of the Iceberg debate club conduct discussions (“Youth are against alcohol!”, “We are against drugs,” etc.), intellectual games (“What? Where? When?”, etc.).

The volunteer club “Umit Nury” organizes charity fairs, patronage of nursing homes and children with disabilities, etc.

Over the years, University students have become laureates of such prestigious competitions as: “Best scientific and innovative project”, “Beauty will save the world”, “I choose life”, “Zhas Dauren”, “Zhastar zhane gylm”, “Profi” (Kazakhstan), “International Festival of Student Creativity” (Russia), “International Competition of Young Designers”.

University students actively participate in the republican programs “Atameken” and “Zhassyl El”. Based on the results of the summer work semester, university students were awarded certificates and vouchers to Astana.

The Alumni Association works closely with the city employment department, akimats of Aktobe and Aktobe region.

Members of the Association annually take part in the specialized exhibition “Education. Job. Career”, at job fairs held by the State Institution “Employment Center of Aktobe”.

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Foreign students are full participants in the social, scientific, sports, and cultural life of the University.

The University has created conditions to provide students with opportunities to develop and support giftedness in order to ensure their personal, social self-realization and professional self-determination. The program “Support for Gifted Students” is being implemented. Gifted students have the opportunity to receive a scholarship from the Akim of the Aktobe region and a scholarship from the President of the University.

Students on a contractual basis, based on the results of the session, can be transferred to vacant state educational grants with the award of personal scholarships.

To meet the special educational needs of students with disabilities, the university provides special educational programs, technical and other means, specialist assistance and other services.

Paying attention to the socio-material situation of students, Baishev University will use opportunities to provide assistance to socially vulnerable categories of students at its own expense, as well as sponsorship from the akim of the Aktobe region, the internal policy department of the Aktobe region, enterprises of the Western region, the Kazakhstan Khalkyna Foundation, etc. .

For 10 years, as part of the For Keciors of Higher Education Institutions of Kazakhstan program for social support of children from low-income families and orphanages, more than 100 students studied at the University for free or on preferential terms.

3.1.6 Resources

The university's human resources correspond to the strategy and specifics of the university's educational programs. Thus, as of September 1, 2023, the number of teachers whose main place of work is Baishev University is 113 people, including 7 doctors of science, 15 PhD doctors, 40 candidates of science, 44 masters. Part-time teachers are invited from among candidates of sciences, masters, highly qualified specialists engaged in practical professional activities in the profile of the taught disciplines at their main place of work. The total number of part-time teachers is 50. The average age of teachers is 48.7 years.

The university has an official website - <https://bu.edu.kz/>, which demonstrates to the public basic information about the activities of the university, as well as current information in the news feed.

Third level domain - bu.edu.kz. Internet speed 300 Mbit/sec.

The information and educational environment of the university is provided by the AIS "Platonus" - version 6, electronic library kabis.bu.edu.kz, lib.bu.edu.kz, corporate mail on the domain bu.edu.kz (QMS R 102.5-2023

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Regulations on the organization corporate mail for teaching staff and students), electronic document management system “Documentov”, AGREEMENT-24, corporate messenger VK Teams, “Anti-plagiarism” system.

The scientific and educational process of the University is provided with a sufficient number of classrooms, educational and educational-scientific laboratories - 24 (QMS RR 300.3-2023 Regulations on educational, educational and scientific laboratories), virtual laboratories - 4, scientific and research laboratories - 9 (QMS RR 300.2-2023 Regulations on a scientific, research laboratory), specialized rooms - 43 (QMS RR 300.4-2023 Regulations on a specialized room), testing centers - 3, language laboratories - 4, conference rooms equipped with modern multimedia equipment with access to Internet, library, reading room, subscription, multimedia room.

№	Corpus name	Address	Year of commissioning	Total area
1	Educational building «A»	St. Br. Zhubanov 302 "A"	2010	6327
2	Educational building «B»	St. Br. Zhubanov 302 "A"	2006	7143
3	Educational building «Б»	St. Br. Zhubanov 302 "A"	2005	579
4	Educational building	St. Imanov, 14	1981	2106
5	Educational building «B»	St. Imanov, 14 «B»	2004	1844
6	Test center	St. Br. Zhubanov 302 "A"	2016	1472
7	Technopark «Zerek»	St. Br. Zhubanov 302 "A"	2017	1703
8	Sports complex	St. Br. Zhubanov 302 "A"	2013	638
9	Sports complex	St. Imanov, 14 «Б»	2006	890
10	Dormitory	St. Maresieva, 76 «A»	1971	2479,8

The University Library has subscriptions to international and national databases and electronic books.

To carry out research and exploration work in the field of oil production, virtual laboratories “Oil and gas field equipment”, “Drilling and grouting fluids”, and a simulator simulator “Operation of oil and gas wells” were purchased with the right to use 10 computers in the amount of 4,404,960 tenge.

When preparing specialists to work with the latest engineering software packages, the software products PhotoshopExtendedCS-5, CorelDrawX5, AutoCAD 2011, Delphi 7 Pro, C++ Builder, RadPHPXE, Autodesk 3ds Max, etc. are used in the educational process.

For sports, there is a sports and fitness complex, two gyms, an outdoor sports ground, and a four-lane swimming pool.

To provide students, teaching staff and staff with meals, the university has two canteens and a buffet.



To monitor the health status of students, teaching staff and university staff, there is a Baishev Med clinic and a medical center, the activities of which are carried out on the basis of a license to engage in medical activities.

For nonresident students, a comfortable dormitory with 204 beds is provided.

To meet the special educational needs of students with disabilities (HH) who experience learning difficulties, the university provides resources, including special curricula and teaching methods, technical and other means, provides a barrier-free environment, assistance from specialists, etc. The university website is adapted for persons with special educational needs (QMS R 203.3-2023 Regulations on the organization of inclusive education).

For the comprehensive development of students and teaching staff, there are IPKiPK, Technopark “ZEREK”, co-working center, testing center, tourist and health complex “Kokzhar-Barkyn”, tourist and hotel complex in Mialy.

Currently, construction work is underway on a modern campus with a total area of 24969.1 m², at the address Aktobe, Batys-2, plot 49 “A”, the infrastructure of which includes a Student Palace for 650 places, a dormitory for 500 places, a sports complex of 2560 m² and etc.

The university has material, technical, and financial resources that together make it possible to implement strategic directions, achieve goals and provide quality education, research activities and socio-cultural development.

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3.1.7 SWOT analysis of the current state of Baishev University

The SWOT analysis carried out allowed us to assess the current state, achievements, identify problems and determine the development prospects of the University and possible threats.

S (strength) – strengths (potentially positive internal factors)	W (weakness) – weak sides (potentially negative internal factors)
<ul style="list-style-type: none"> - Academic and business reputation of the University - Worthy position of the University in the National Ranking of Demand for Universities of the Republic of Kazakhstan - International accreditation: institutional and specialized - Scientific accreditation of the University - Certified QMS - SVOC, compliant with ESG criteria and a culture of academic integrity. - Qualified personnel - Membership of teaching staff in the RUMS in areas of training, in industry and national scientific councils of the Republic of Kazakhstan, dissertation councils, international academies, etc. - Social partnership with stakeholders - The international cooperation - Research and innovation activities - Scientific journal “Bulletin of Baishev University” on the Pablons web platform - Stable financial position of the University - Material and technical base of the University - Technopark “ZEREK” - Digitalization of internal processes, attractive website, social networks - Electronic library, sufficient supply of books in the EP - System for assessing the activities of teaching staff, higher schools and material incentives - Portfolio of educational programs - Training through grants allocated by interested organizations, under a state educational grant. - Practice-oriented approach to training, dual training in EP, branches of Higher School - Distance educational technologies - System for supporting spiritual and moral values of students with special educational needs, orphans, and from low-income families - Student government - System of attracting students to research work, extracurricular activities, student entrepreneurship 	<ul style="list-style-type: none"> - Stage of implementation of joint educational programs / double degree programs - Certification of teaching staff by levels of language training (TOEFL, IELTS, DELF, DALF, TestDaF, DSD II, HCK) - Attracting investments and co-financing, commercialization of scientific developments - Licensed software - Contingent of specialized magistracy - Obsolescence of the material and technical base - Aging teaching staff with academic degrees, the likelihood of a shortage of qualified teachers and scientific personnel
O (opportunity) – favorable opportunities (potentially positive external factors)	T (threat) – threats (potentially negative external factors)
<ul style="list-style-type: none"> - State guidelines and priorities for the development of education and science of the Republic of Kazakhstan to expand the academic autonomy of universities - Opportunity to participate in national and world rankings 	<ul style="list-style-type: none"> - High rates of change in legislation regulating educational activities, requiring rapid adaptation (restructuring) - Barriers to the employment of graduates in the event of a labor crisis under the influence of environmental and economic factors



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- Development of a regional Atlas of new professions to forecast changes in the labor market and determine areas for training specialists
- Expanding access to higher education through increasing grants and grant quotas for young people, including those from socially vulnerable segments of the population.
- Demand for personnel in higher and postgraduate education in the region
- Business community support for practice-oriented learning approach
- Strengthening integration processes, the possibility of expanding forms of international cooperation
- Opportunity to participate in funded international programs and grant projects
- Possibility of advanced training of teaching staff in national and foreign educational centers
- Opportunity and conditions for publishing teaching staff works in domestic and foreign publications
- Possibility of undergoing university and EP accreditation in various national and foreign accreditation bodies, accreditation of scientific workers
- Increasing the level of global recognition of scientists through publications in foreign scientific journals.
- Interest of international educational organizations and foreign universities in cooperation.
- Development of digital technologies for implementation in education.
- Programs and projects of various organizations to provide conditions for teaching teaching staff and students English
- Attracting investments through the Endowment Fund

- Insufficient development of the mechanism for professional certification of graduates of non-teaching areas of training
- Insufficient level of language training of applicants entering the University's master's program
- Outflow of qualified teaching staff (migration, emigration, etc.)
- Decrease in the number of applicants
- Lack of demand for scientific results from industry and business
- Low funding and co-financing of scientific research



3.2 Analysis of trends and challenges

According to the Concept for the Development of Higher Education and Science of the Republic of Kazakhstan for 2023-2029, the development of the system of higher education and science is based on the following **principles**:

- equal rights of all to receive quality higher education; accessibility of higher education for the population, taking into account intellectual development, psychophysiological and individual characteristics;
- continuity of the educational process, ensuring continuity of its levels;
- free choice of individual learning path and acquisition of skills and competencies through continuing education;
- mobility of labor resources – the possibility of changing the profile of activity and simultaneously obtaining professional education in various areas;
- priority of scientific and (or) scientific and technical activities in order to increase the competitiveness of the national economy;
- transparency, objectivity and equality of subjects of scientific and (or) scientific and technical activities when receiving state support;
- objectivity and independence of examination of scientific, scientific and technical projects and programs;
- integration of science, education, business and production;
- development of international scientific and scientific-technical cooperation;
- stimulating the commercialization of technologies in priority sectors of the economy, encouraging and creating conditions for the participation of private businesses in the development of scientific, scientific, technical and innovative activities.

According to the Concept for the Development of Higher Education and Science of the Republic of Kazakhstan for 2023-2029, the following **strategic approaches** are defined for the field of higher education and science:

- expanding access to higher education;
- transition of the specialist training system to a model of advanced staffing;
- development of infrastructure and digital architecture of higher education;
- internationalization of higher and postgraduate education;
- third mission of the university;
- development of a system of continuous education and recognition of the results of non-formal learning;
- development of a certification system and expanding the coverage of the population with non-formal education through information work;
- increasing the digital competencies of citizens;



- introduction of a new model of science administration;
- strengthening the intellectual potential of science;
- modernization of scientific infrastructure and digitalization;
- development of university science;
- development of applied science and the RNNTD commercialization

ecosystem.

Main trends in higher and postgraduate education:

1. Massification (or massivization) of education.

The need to reproduce highly qualified personnel, who are an integral part of the country's scientific potential, confirms one of the main trends of our time - the massization of education:

- Expanding access to higher education through increasing the number of grants;
- Legislative regulation of the mechanism of the State Educational Savings System (SESS) to expand access to education;
- Quota grants for youth from socially vulnerable groups (53.5% of the total number of grants);
- Mechanism for repeated UNT;
- Access for talented youth to study at the best universities in the world under the international scholarship “Bolashak”, etc.

2. Interaction between universities and business with the state (triple helix).

Modern achievements of science and the widespread introduction of scientific technologies into the public service sector have radically changed not only the conditions of the labor process, but also raised the bar of requirements for graduates of higher educational institutions in the labor market.

The strategy should be aimed at:

- to develop interaction between stakeholders on issues of training and promoting their employment.
- to facilitate the employment of persons who have completed educational programs of higher and postgraduate education, including on the basis of the state educational order.

To adequately assess the needs of the regional labor market, it is necessary to carry out joint marketing research with representatives of business and government statistics (triple helix) of the labor market of the Western region and the personnel needs for the industries of the region in the areas of training of the University.

The intensive development of Aktobe is critical for the formation of a “center of gravity” in the west of the country, creating conditions for the



absorption of the unemployed population (especially young people) in the western regions of the country.

3. Digitalization of higher education, use of artificial intelligence, big data.

Digitalization of education is a trend of the 21st century, requiring changes in learning technologies based on the use of the Internet and the capabilities of modern multimedia equipment.

Educational programs will be aimed at training personnel with new skills in the field of design, administration and testing, taking into account the development of coding skills. At the same time, it is necessary to take into account technological trends (artificial intelligence, Blockchain, BigData and Internet-of-Things, cybersecurity) being implemented as part of digital transformation and the transition to Industry 4.0.

4. Internationalisation.

Another important trend is the increased internationalization of higher education and the growth of academic mobility. Current trends in the development of the global educational space set the University the task of further developing inter-university cooperation and the availability of joint educational programs (JEP) and double-degree education with foreign organizations, the implementation of educational programs for academic exchange between universities, and the development of full-fledged scientific connections.

5. Academic Excellence Initiatives.

Initiatives for academic excellence at universities are one of the main trends in the modern development of education in the world. The main goal of the initiative is the inclusion of universities in the leading rankings of universities in the world.

6. Increasing requirements for the quality of educational services and scientific research of universities.

For 2023-2025, 10 priority areas for the development of science in the Republic of Kazakhstan were approved: Rational use of water resources, flora and fauna, ecology; Geology, extraction and processing of mineral and hydrocarbon raw materials, new materials, technologies, safe products and structures; Energy and mechanical engineering; Information, communication and space technologies; Scientific research in the field of natural sciences; Life and Health Science; Research in Education and Science; Research in Social Sciences and Humanities; Sustainable development of the agro-industrial complex and safety of agricultural products; National security and defense.

In accordance with the long-term development goals of the Republic of Kazakhstan and global trends, the state will focus on scientific research in the field of biomedical sciences and biotechnology, IT and artificial intelligence, This document cannot be reproduced or distributed without the permission of the President of Baishev University



agricultural sciences, green technologies and energy efficiency, and the mining and metallurgical complex.

7. Orientation to service to society.

Focus on serving society makes it possible to solve important educational tasks:

- 1) creating conditions for the development of spiritual, moral and creative qualities of the individual;
- 2) development of tolerance, mutual understanding between people with different worldviews;
- 3) fostering respect for the older generation and equal treatment of all people in society;
- 4) creating conditions for the development of an individual with an active life position, a conscious attitude to public duty, serving society and one's country;
- 5) further implementation of the volunteer program to support lonely elderly people, disabled people and residents of orphanages, boarding schools, and children with disabilities;
- 6) improving the work of the psychological service in order to preserve the emotional well-being of students and employees of the University, create a favorable socio-psychological climate and provide psychological support to students.

8. Development of corporate governance and academic freedom of universities.

The task of universities today is to respond to the challenges of reality: intensifying society's demands for the quality of education, changing the position of the state in relation to universities, managerial and economic conditions for the activities of universities, competition in the market of educational services. In the context of accelerated transformations in the field of higher education, also associated with the expansion of the scope of educational services (globalization), and with the introduction of digital technologies in all areas (digitalization), new requirements are being formed for the university management system.

9. Integration of formal and non-formal education

Lifelong learning (continuing education) affects the entire population, regardless of age, and includes formal and non-formal.

The main trends in the development of lifelong education are:

- 1) integration of formal and non-formal education. Recognition of the results of non-formal education becomes a condition for obtaining qualifications, which provides citizens with the opportunity to gain access to formal education by accumulating academic credits;

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2) new technologies that increase the demands on technical skills acquired informally;

3) providing opportunities to integrate into the labor market by recognizing the results of non-formal education, which will contribute to the provision of equal opportunities for all.

The Territorial Development Plan of the Republic of Kazakhstan until 2025 outlines the prerequisites and challenges for the strategic development of the University:

- the population of the city of Aktobe, taking into account the suburban area and satellite cities, will reach 750 thousand people by 2025.

- the city of Aktobe has significant potential in the development of a diversified urban economy, in particular a medical cluster, a transport and logistics center, industrial and processing industries.

- it is necessary to revise educational programs with prioritization of training specialists in modern chemical technology and petrochemical qualifications with the invitation of highly trained foreign teachers.

3.3 Forecast for the development of Baishev University and identification of possible development scenarios and their impact

The University's strategy ensures that the educational, research and educational process and educational programs are oriented in accordance with advanced trends.

The development program of Baishev University for the period 2023-2029 is aimed at achieving the goals and objectives of the national education system based on the President's Address to the people of Kazakhstan, the National Development Plan of the Republic of Kazakhstan until 2025, the Concept for the Development of Higher Education and Science for 2023-2029, the Territorial Development Plan of the Republic of Kazakhstan until 2025, etc. and is focused on the continuous improvement of the University's activities to ensure quality assurance of scientific and educational activities, in accordance with legislative and regulatory requirements, taking into account the requirements and wishes of all interested parties.

The goal of the Program: achieving a qualitatively new level of development of the University in accordance with the priorities of the National Development Plan of Kazakhstan, the Concept for the Development of Higher Education and Science of the Republic of Kazakhstan and the strategic objectives of the industries of the Western region.



Objectives of the Program: improving the mechanisms for implementing priority areas based on the systematic development of educational, scientific, personnel, information, and material resources of the University.

Baishev University development forecast for 2023-2029:

The creation of the University of the future, based on the principle of unity of scientific, educational, economic and social processes, serving the prosperity of the state and society, predetermines **the target image of the University**, which is characterized as:

- a modern scientific and educational campus that provides an effective mechanism for the integration of science, production and education, leadership in scientific research and technology among universities in the Western region of the Republic of Kazakhstan;

- an educational institute that is equally accessible to young people from all regions of residence and strata of society, effectively performing the function of a “social elevator”;

- center for developing mechanisms for interaction between fundamental and applied education, educational programs, and enhancing the scientific activities of students;

- an intellectual center with a unique environment for generating knowledge and forming competitive personnel, accumulating scientific and pedagogical potential, ideas and initiatives;

- a base of advanced scientific research, a catalyst for innovative technological developments, their testing and implementation;

- a center for the development of intellectual, cultural and ideological heritage, forming sincere patriotic feelings of students.

4. VISION, MISSION AND VALUES OF BAISHEV UNIVERSITY

Vision - University of open innovation, based on the integration of science, education and production.

The mission is to train highly qualified, competitive, socially responsible personnel for the innovative development of the Western region of Kazakhstan.

The mission, goals and objectives of the University correspond to the goals, objectives and priorities of the development of the Western region of Kazakhstan, which is expressed by:

- in training highly qualified, competitive, socially responsible personnel for enterprises and organizations in the region, taking into account their industry specifics;

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- in the formation and implementation of applied scientific research, taking into account existing economic, technical, technological, environmental and other problems of the Western region of Kazakhstan.

When forming the mission, goals and objectives of the University, its personnel and scientific potential, as well as many years of experience in the domestic and international educational sphere, were taken into account.

University values:

- organizational and economic sustainability, openness to change
- high quality of educational and scientific activities
- academic freedom and academic responsibility
- desire for improvement and creative growth
- patriotism, citizenship, constructive cooperation
- respect for the personality of the employee and student, their dignity and rights

5. STRATEGIC PRIORITIES OF BAISHEV UNIVERSITY

Baishev University determines strategic development priorities in the following areas:

Strategic direction 1. Development of higher and postgraduate education

Goal: Ensuring high-quality training of highly qualified, competitive personnel for industries in the Western region of the Republic of Kazakhstan

Strategic direction 2. Implementation of the Third Mission

Goal: Improving socio-cultural activities to educate socially responsible personnel for industries in the Western region of the Republic of Kazakhstan

Strategic direction 3. Development of university science

Goal: Increasing the contribution of science to the innovative development of the Western region of Kazakhstan



6. WAYS TO ACHIEVE THE PROGRAM GOAL

The goal of the Program: achieving a qualitatively new level of development of the University in accordance with the priorities of the National Development Plan of Kazakhstan, the Concept for the Development of Higher Education and Science of the Republic of Kazakhstan.

To implement the strategic priorities of Baishev University, it is necessary to solve problems in the field of academic, scientific, international activities, the third mission of the University:

1) Diversification of the University's educational programs in accordance with the specific needs of industrial enterprises in the region, the Regional Atlas of new professions with the prioritization of training in modern chemical technology and petrochemical qualifications, biomedical sciences and biotechnologies, IT and "artificial intelligence", agricultural sciences, "green technologies" and energy efficiency, mining and metallurgical complex.

2) Assistance in solving the personnel needs of enterprises through a system of training and retraining of their specialists on the basis of the University, training production workers in specialized master's programs, including through double-diploma education with foreign universities.

3) Development of the scientific and innovative potential of the University for the formation of a knowledge-intensive economy in the region.

4) Activation of the process of patent activity and commercialization of research results

5) Creating conditions for the internationalization of educational and research processes at the University

6) Determining the possibility of integrating the University with a clear vision of the geographic focus of cooperation (border countries of the CIS, European countries, China, India, Malaysia, Turkey, etc.).

7) Creation of effective partnerships, development of mechanisms for the learning process and service to society for student youth, which will become the main dialogue platform for discussing current problems of the region, developing social competence and volunteer activity, motivating them to take effective initiative in solving assigned tasks

Key Actions:

- Transformation of educational programs
- Transformation of academic culture
- Orientation of scientific research to solve the problems of the Western region
- Strengthening the material and technical base and digital infrastructure



Baishev University defines goals and objectives for the implementation of strategic development priorities in the following areas:

Goal: Ensuring high-quality training of highly qualified, competitive personnel for industries in the Western region of the Republic of Kazakhstan

**Objective 1.1 Expanding access to higher and postgraduate education
ACTIVITY:**

To accomplish this task it is planned:

1) Recruiting applicants from the Western region and other regions, developing and implementing a set of measures for career guidance in schools, lyceums, and colleges.

2) Recruiting foreign citizens (Uzbekistan, Russia, etc.) to study at the University, organizing information on the website, online meetings.

3) Organization of English language courses on the basis of IPKiPK in order to improve the language competencies of applicants entering the master's program, including with the involvement of third-party organizations and funds.

4) Conducting seminars and trainings for teaching staff on inclusive education and language training.

5) Development of educational and methodological literature on inclusive education.

6) Continued support by the University for youth from socially vulnerable groups.

Objective 1.2 Implementation of advanced staffing for industries in the Western region of the Republic of Kazakhstan

ACTIVITY:

The personnel training system will move to an advanced staffing model. To achieve this, the university needs to consolidate the efforts of business and education to advance personnel training.

Work will continue to further introduce ECTS principles into the educational process and expand academic freedom.

Updating the content of educational programs and improving the university graduate model will be carried out taking into account key competencies, regional Atlases of professions and new challenges of the labor market. It is planned to license new areas of personnel training and introduce educational programs in the form of online training.

It is planned to upgrade the career center, including by increasing the qualifications of the center's employees and sending them abroad or to other cities of Kazakhstan in order to expand their work experience.

Cooperation with regional enterprises in all areas of university personnel training will be constantly expanded. The involvement of business representatives and employers in the development of educational programs will

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continue, as well as the integration of the educational process with scientific activities.

Objective 1.3 Expanding coverage of the population with non-formal education

ACTIVITY:

To increase the active participation of the population in non-formal education and eliminate the deficit of new everyday knowledge, education of the adult population will be based on the successful experience of the credit (cumulative) education system, which allows for recognition of the results of non-formal education.

Educational and methodological manuals, course programs and mechanisms for scientific and methodological support and support of courses will be developed for the development of the “Silver Universities” model.

IPKiPK is constantly developing new programs that meet the needs of potential students.

It is common practice to invite leading scientists and experienced methodologists from educational and research centers in Kazakhstan and abroad.

In order to increase the digital literacy of the adult population, courses on basic digital literacy and popularization of digital technologies will be organized (basic digital and media skills, information security skills, how to use Egov, etc.).

Work will continue on the design of MOOCs and the provision of online educational services. To ensure access to online learning for the wider population, the existing platform will focus on issuing electronic certificates.

Objective 1.4 Development of international cooperation and internationalization of higher and postgraduate education programs

ACTIVITY:

The development of international cooperation and the internationalization of higher and postgraduate education programs will continue.

Work will continue to implement double-diploma and joint educational programs with foreign partner universities.

Students will be provided with free access to the world's digital libraries.

New agreements and memorandums of cooperation will be concluded with foreign universities, which will expand the conditions for the participation of teachers and students in educational exhibitions, forums and seminars abroad.

Work will continue to attract foreign teachers and foreign students.

To develop academic mobility, constant information meetings with university students will be ensured. The principles of academic integrity and research ethics will be introduced at the institutional and academic levels based on the experience of international universities.

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Together with foreign partners, the content of education will be focused on joint educational programs.

Objective 1.5 Development of the University’s human resources potential

ACTIVITY:

The university plans to continue the transition to a new system of positions in accordance with international standards, a new staffing model.

For the university teaching staff, current advanced training courses will continue to be conducted on the basis of IPKiPK.

The participation of university employees in programs and projects of various organizations will continue, providing conditions for teaching full-time teaching staff and employees English, advanced training in the field of IT competencies and online training methods in areas of personnel training.

Objective 1.6 Development of infrastructure and digital architecture of the university

ACTIVITY:

The university will consider the possibility of transitioning or introducing elements of the “Smart University” model with a digital ecosystem. This involves the formation of a student’s digital profile, the development of digital EdTech services, and the optimization of processes in accordance with advanced digitalization trends.

Computer and peripheral equipment parks will be modernized. This will allow the university to improve performance and ensure the effectiveness of strategic and operational activities.

High quality local network and Internet connections will be ensured. Wi-Fi coverage area must be 100%, broadband Internet availability with a network capacity of at least 500 megabytes per second, including wireless technologies.

Will be carried out to prepare our own digital infrastructure for the introduction of online learning.

Goal: Improving socio-cultural activities to educate socially responsible personnel for industries in the Western region of the Republic of Kazakhstan

Objective 2.1 Development of the third mission within the framework of social design and entrepreneurial activity

ACTIVITY:

The University will continue to develop a comprehensive system of student education that meets the goals, content and achieved results of state policy in the field of education and upbringing of youth. Optimal conditions will be provided for the holistic development and self-realization of students’ personalities, self-education, self-organization, mastering social experience and social responsibility, modernizing traditional and developing new forms,

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techniques and methods of educational work that meet the new demands of society and the needs of students. The implementation of the educational function will be carried out in unity with educational activities.

Work will continue to develop student self-government and implement socially significant projects, and forms of volunteering will be expanded. The university will continue to actively participate in public events in the city and region.

To develop leadership qualities and oratorical abilities, the development of the debate movement will continue.

An integrated social GPA for students will be introduced. In addition to the academic achievements of students, it is planned to take into account research skills and social activity, the degree of student participation in the public life of the university and volunteer activities, which will contribute to the formation of civic-patriotic values and social skills among students.

Activities will continue to organize the work of sports sections. The university has the necessary base for conducting mass sports work.

It is planned to increase the number of places in dormitories, including by attracting funds from private investors.

Work will also continue to increase the role of the Alumni Association in the activities of the university.

In order to preserve the emotional well-being of students and employees, create a favorable socio-psychological climate at the university and provide psychological support to students, the work of the psychological service will be improved.

The university will create a physical and virtual space that takes into account, first of all, the interests and needs of students.

In order to introduce students and young scientists to creative thinking and entrepreneurial activity, the business incubator will continue to operate to provide support in the development of student entrepreneurship and innovation, the creation of start-up projects, participation in grant competitions and the search for investors.

Goal: Increasing the contribution of science to the innovative development of the Western region of Kazakhstan

Objective 3.1 Development of applied science and the RNNTD commercialization ecosystem

ACTIVITY:

The University will continue to maintain conditions for the participation of scientists in annual scientific research competitions within the framework of grant funding and annual competitions for program-targeted financing of scientific and technical programs to solve strategic problems of industries.

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Work will continue to facilitate the participation of teaching staff in the republican programs “Best University Teacher” and “Zhas Galym”.

The organization of meetings between business representatives and university scientists will continue to develop cooperation in the field of commercialization of the results of scientific and (or) scientific and technical activities.

The Council of Young Scientists will continue to work on organizing seminars and round tables on the relevance of the participation of young teachers in the search for original research, in order to increase the involvement of teachers in science-intensive research and to provide members of teachers with information and consulting support on research issues.

The university has and will continue to stimulate the teaching staff and employees for the publication of scientific articles and research results in the form of financial incentives.

Work will continue to organize training seminars and webinars from Clarivate Analytics, Elsevier on the Scopus database and publication of teaching articles in publications included in the 1st, 2nd and 3rd quartiles according to Journal Citation Reports of Clarivate Analytics or having a percentile indicator in the Scopus database by CiteScore.

It is planned to increase the number of international scientific and practical conferences held at the university and the share of teaching staff participating in international conferences near and far abroad.

Agreements will be concluded with the world's leading scientific centers and laboratories to strengthen the integration of scientific research of university scientists into the international scientific space, for foreign internships for scientists and teaching staff of the university. The search and selection of scientific projects and programs for international collaboration will also continue.

The training of masters and PhD students will continue in collaboration with other scientific organizations, the publication of their articles in journals with a non-zero impact factor included in the Thomson Reuters/Scopus databases or recommended by KOKSNVO.

In the future, it is planned to increase the patent activity of university scientists as part of research work. For this purpose, information and consulting support for teaching staff on patenting issues will be provided.

Objective 3.2 Development of research competencies of students through educational and project activities

ACTIVITY:

To develop students’ research competencies and improve research literacy, the following will be continued:



- holding seminars, round tables, training master classes, organizing scientific circles for students on the organization of scientific research.
- conducting intra-university competitions of research projects among students, undergraduates,
- assistance for participation in republican and international competitions, olympiads, exhibitions of scientific work.
- intensifying the participation of undergraduates in the implementation of fundamental and applied research on the basis of scientific, research laboratories, and the ZEREK technology park.
- expanding the practice of internships for undergraduates in leading research institutes and centers.

Objective 3.3 Modernization of scientific infrastructure

ACTIVITY:

In the future, work will continue on the functioning and development of scientific schools, scientific and research laboratories, and the ZEREK technology park. Their activities will be aimed at creating an innovative environment, effectively using the university's scientific potential to implement projects and create favorable conditions for conducting promising developments in accordance with the priorities of the country's scientific and technological development.

Thus, identifying promising areas of the program and the main approaches to its implementation will allow the University to develop areas of personnel training that are adequate to the real needs of enterprises in the city and region, scientific and innovative potential, the third mission of the University, to strengthen its leader status not only regionally, but also nationally and the international market of educational services.

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7. DESCRIPTION OF THE EXPECTED RESULTS OF THE PROGRAM IMPLEMENTATION

By 2029, as a result of the implementation of strategic directions, the following target indicators will be achieved:

STRATEGIC DIRECTION 1. DEVELOPMENT OF HIGHER AND POST-GRADUATE EDUCATION		
1	Proportion of graduates employed in the first year after graduation	85 %
2	Diversification of the University's educational programs in accordance with the specific needs of industry enterprises in the region, the Regional Atlas of New Professions	100 %
3	Creation of the Silver University on the basis of the university	1
STRATEGIC DIRECTION 2. IMPLEMENTATION OF THE THIRD MISSION		
1	Percentage of students involved in organized social activities 30%	30 %
2	The share of students in student entrepreneurship and innovation programs is 5%	5 %
STRATEGIC DIRECTION 3. DEVELOPMENT OF UNIVERSITY SCIENCE		
1	Share of teaching staff engaged in research activities 40%	40 %
2	Proportion of students engaged in research activities 20%	20 %



8. TARGET INDICATORS OF THE BAI SHEV UNIVERSITY DEVELOPMENT PROGRAM

№	Target indicators	Units	Reporting year	In the planning period, year					
			2023	2024	2025	2026	2027	2028	2029
STRATEGIC DIRECTION 1.									
DEVELOPMENT OF HIGHER AND POST-GRADUATE EDUCATION									
Goal: Ensuring high-quality training of highly qualified, competitive personnel for industries in the Western region of the Republic of Kazakhstan									
Target indicators									
1	Proportion of graduates employed in the first year after graduation	%	85	85	85	85	85	85	85
2	Diversification of the University's educational programs in accordance with the specific needs of industry enterprises in the region, the Regional Atlas of New Professions	%	80	80	90	90	90	100	100
3	Creation of the Silver University on the basis of the university	one	-	-	-	-	1	1	1
Objective 1.1 Expanding access to higher and postgraduate education									
1	Introduction of new areas of training for higher and postgraduate education	one	-	-	2	-	-	2	-
2	Admission of students in the fields of Bachelor's degree at the University	%	82	100	100	100	100	100	100
3	The share of students studying under the Baishev University grant, from the total number of students, is not less	%	-	0,5	0,5	0,5	0,5	0,5	0,5
4	Share of foreign citizens from the total number of students	%	0,5	0,5	0,75	0,75	1	1	1,5
5	The level of created conditions for inclusive education at the university	%	80	80	90	90	90	100	100
6	The share of nonresident undergraduate students provided with living conditions, including foreign students, of the total number of those in need, no less	%	70	70	70	70	70	70	70
7	Share of students who received a discount on tuition fees from the total number of students	%	1,2	1,3	1,5	1,5	1,5	1,5	1,5

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8	Share of students transferred/reinstated to the University from the total population, no more	%	30	30	30	30	30	30	30
9	Share of students satisfied with the quality of educational services, out of the total number of students, not less	%	70	70	70	70	80	80	90
Objective 1.2 Implementation of advanced staffing for industries in the Western region of the Republic of Kazakhstan									
1	Share of students studying under state orders at the expense of the republican budget, of the total number of students (with accumulation)	%	1,5	1,5	1,7	1,7	2,0	2,0	2,0
2	Share of students studying at the expense of employers and foreign investors, of the total number of students studying on a contractual basis	%	0,8	1	1	1	1	1	1
3	The share of bachelor's degree graduates in the field of education "Pedagogical Sciences" who passed professional certification in the year of graduation, from the total number of graduates of pedagogical areas of personnel training, not less	%	60	60	60	60	60	60	60
4	Proportion of graduates who studied under state orders and were employed in the first year after graduation	%	67	68	70	70	70	100	100
5	Number of branches created in production	one	27	29	31	32	34	36	37
6	The share of representatives of the business sphere involved in the educational process, of the total number of teachers of disciplines of the basic and major cycles in the area of personnel training, not less	%	20	20	20	20	20	20	20
7	Providing students with practice bases	%	100	100	100	100	100	100	100
8	Degree of employers' satisfaction with the quality of graduates' training (of the total number of respondents), no less	%	80	80	80	80	80	80	80



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9	The degree of satisfaction of students with the results of internship, heads of internship sites (of the total number of respondents), no less	%	85	85	85	85	85	85	85
Objective 1.3 Expanding coverage of the population with non-formal education									
1	Number of students in Silver University programs	per	-	-	-	-	10	20	30
2	Number of students in non-formal education programs aimed at improving digital literacy (aged 6-74 years) (basic digital and media skills, information security skills, how to use Egov, etc.)	per	40	55	65	70	80	90	100
Objective 1.4 Development of international cooperation and internationalization of higher and postgraduate education programs									
1	Number of treaties (agreements, memorandums) on international cooperation	one	70	70	75	75	80	80	90
2	Number of teachers participating in academic mobility programs	per	20	20	25	25	30	30	40
3	Number of students participating in the programs:	per	15	23	33	43	52	59	67
3.1	external outgoing academic mobility	per	7	8	10	13	16	18	20
3.2	external outgoing academic mobility	per	0	1	2	3	4	5	7
3.3	internal outgoing academic mobility	per	7	10	14	17	20	23	25
3.4	internal outgoing academic mobility	per	1	4	7	10	12	13	15
4	Number of foreign teachers involved in teaching activities, conducting trainings, guest lectures, master classes	per	8	9	10	10	12	12	15
5	Number of joint educational programs (SOP and DDP) implemented with foreign partners	one	-	1	1	1	1	1	1
6	International university accreditation (institutional)	one	-	-	-	-	-	1	-
7	Participation in world academic rankings		+	+	+	+	+	+	+



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Objective 1.5 Development of the University's human resources potential									
1	The share of teachers who have undergone advanced training of at least 72 hours (courses, professional internships, seminars, trainings) over the past 3 years, of the total number of teaching staff	%	75	75	80	80	100	100	100
2	Share of management personnel who have completed advanced training courses in management in higher education (of the total number of management personnel)	%	100	100	100	100	100	100	100
3	Share of teaching staff and employees fluent in English from the total number of teaching staff and employees	%	9	9	10	10	12	12	15
4	Number of teachers and staff who completed scientific internships and advanced training abroad	per	2	6	10	15	20	25	30
5	The share of teaching staff and staff satisfied with the University's policies (out of the total number of employees at the university), no less	%	90	90	90	90	90	90	90
Objective 1.6 Development of infrastructure and digital architecture of the university									
1	Availability of a subscription to international and national databases (database) and ELS (electronic library system), access to the RIEL		+	+	+	+	+	+	+
2	Updating the collection of educational literature in the disciplines of educational programs, no less	%	3	3	3	3	3	3	3
3	Availability of an electronic document management system		+	+	+	+	+	+	+
4	Availability of an education management information system (a high-tech information and educational environment, including a website, an information and educational portal, an automated system for providing credit technology for education, a set of		+	+	+	+	+	+	+



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	information and educational resources), an extensive computer network with broadband and high-speed Internet access.								
5	Number of computers (cumulative)	one	363	380	420	460	500	550	600
6	Availability of an Anti-Plagiarism computer program in order to implement the principles of academic integrity		+	+	+	+	+	+	+
7	Number of specialized software packages, software	one	11	12	12	13	13	14	15
8	Costs for material and technical equipment	thous tenge	104272	109486	114960	120708	126743	133080	139734
9	The share of financial resources spent on updating the educational and laboratory facilities from the total budget, at least	%	0,8	3	3	3	3	3	3
10	Number of beds in student dormitories	one	204	204	204	204	204	204	704
11	Opening of the Palace of Students with 650 seats	one.	-	-	-	-	-	-	1
12	Opening of a new sports complex (2560 m2)	one	-	-	-	-	-	-	1
13	Introduction of training form: online training	one	-	-	-	-	1	1	1

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STRATEGIC DIRECTION 2. IMPLEMENTATION OF THE THIRD MISSION									
Goal: Improving socio-cultural activities to educate socially responsible personnel for industries in the Western region of the Republic of Kazakhstan									
Target indicators:									
1	Proportion of students involved in organized social activities	%	9	12	17	20	23	25	30
2	Proportion of students enrolled in student entrepreneurship and innovation programs	%	3,5	3,5	4	4	5	5	5
Objective 2.1 Development of the third mission within the framework of social design and entrepreneurial activity									
1	The share of members of student government and the youth affairs committee, of the total number of students	%	4,8	5	5,1	5,3	5,5	5,5	5,7
2	Share of volunteers from the total number of students	%	0,8	1	1,5	1,7	1,8	2	2
3	The share of participants in regional and republican events, forums, olympiads and others, out of the total number of students	%	0,7	0,7	0,7	0,7	0,7	0,8	0,8
4	Proportion of students in sports clubs out of the total number of students	%	2,4	2,4	2,4	2,4	2,4	2,5	2,5
5	The share of students involved in creative circles and interest clubs, out of the total number of students	%	3,9	3,9	3,9	3,9	3,9	4	4
6	Number of students participating in the student league, Universiade of the Republic of Kazakhstan	per	0	0	3	3	3	3	5
7	The share of students who have mastered business incubation techniques, startups, IT courses, trainings, seminars, etc.	%	3,5	3,5	4	4	5	5	5



STRATEGIC DIRECTION 3. DEVELOPMENT OF UNIVERSITY SCIENCE									
Goal: Increasing the contribution of science to the innovative development of the Western region of Kazakhstan									
Target indicators:									
1	Share of teaching staff engaged in research activities, of the total number of teaching staff	%	24	25	30	30	35	35	40
2	Proportion of students engaged in research activities from the total number of students	%	10	10	12	12	15	15	20
Objective 3.1 Development of applied science and the RNNTD commercialization ecosystem									
1	Number of copyright certificates, patents (accumulated)	one.	9	9	9	10	10	11	11
2	Number of teaching staff articles published in high-ranking scientific publications (accumulated)	one	42	42	44	44	48	48	49
3	Share of commercialized projects in the total number of applied research projects	%	6	6	6	6	6	6	6
4	Share of teaching staff (scientists) engaged in scientific activities in collaboration with business from the number of full-time teaching staff	%	24	25	25	25	25	25	25
5	Share of income from innovative and scientific activities from gross income	%	4	5	5	7	7	9	9
6	Number of innovative projects, the results of which were introduced into production, educational process	one	7	10	13	17	20	22	22
7	Teaching staff involved in fundamental and applied research	per	20	22	25	30	35	42	45
8	Faculty with publications in international peer-reviewed scientific journals with an impact factor according to JCR (JSR) or a percentile indicator according to the Cite Score in the Scopus database	per	18	18	20	20	21	21	22
9	Total grant funding	Thous tenge	43498	68563	52653	56500	60653	62000	62000
10	Number of funded research and (or) development work	one	4	5	5	5	5	5	5

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11	Number of scientific and scientific-technical programs/projects on fundamental research/applied research based on grant and (or) program-targeted funding, and (or) commercial funding and (or) initiative research topics (with accumulation)	one	2	3	3	3	3	4	3
12	Income from the sale of the results of research and development work	Thou tenge	21781	60082	22414	22414	22414	22414	22414
Objective 3.2 Development of research competencies of students through educational and project activities									
1	Number of students engaged in research in scientific circles	per	100	100	120	120	140	140	150
2	The number of students participating in republican Olympiads, scientific competitions, etc.	per	20	22	25	27	30	35	37
3	Proportion of students who published articles in the University Bulletin, conference materials (of the total number of students)	%	10	10	10	10	10	10	10
Objective 3.3 Modernization of scientific infrastructure									
1	Number of commercialization offices, technology parks and business incubators	one	1	1	1	1	1	1	1
2	Number of implementation units	one	2	2	2	2	2	2	2
3	Number of scientific and research laboratories (including virtual) for the development and implementation of fundamental and applied programs aimed at ensuring the integration of education, science and production	one	13	13	13	13	13	13	13

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Abbreviations

AB BC MS JSC «NCEC»	Aktobe branch of the body for confirming the conformity of management systems of the joint-stock company "National Center for Expertise and Certification"
AC	Academic Council
ALE	Association of legal entities
ANPO	autonomous non-profit organization
CQAES	Committee for Quality Assurance in Education and Science
DB	database
DET	distance educational technologies
DI	documented information
Disab	disabilities
EDMS	electronic document management system
EMC	educational and methodological council
EP	educational program
ESG	Standards and recommendations for quality assurance in the European higher education space
FSBEI	Federal State Budgetary Educational Institution
GS	graduate School
HE	higher education
HEI	higher education institution
HSTC	Higher Scientific and Technical Commission
IATRP	institute for advanced training and retraining of personnel
ICT	information and communication technologies
IQAS	internal quality assurance system
IQF	industry qualifications framework
IS	Information system
IUR	intra-university rule/intra-university policy
JSC	Joint-Stock Company
KAQM	Kazakhstan Academy of Quality Management
KazATC	Kazakh Academy of Transport and Communications
KazATRLL	Kazakhstan Association of Teachers of Russian Language and Literature
KazGASA	Kazakh Head Academy of Architecture and Civil Engineering
KazUIRWL	Kazakh University of International Relations and World Languages
LLP	limited liability partnership
MAPRIYAL	International Association of Teachers of Russian Language and Literature
MES RK	Ministry of Education and Science of the Republic of Kazakhstan
MM	mass media
MSHE RK	Ministry of Science and Higher Education of the Republic of Kazakhstan
MVS	Mission-Vision-Strategy
NAMS	National Academy of Mining Sciences

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NCE	National Chamber of Entrepreneurs
NQF	National Qualifications Frameworks
OS	organization standard
PO	public association
PRC	People's Republic of China
QMS	Quality Management System
RDW	research and development work
REMC	Republican Educational and Methodological Council
RF	Russian Federation
RK	The Republic of Kazakhstan
SCES	state compulsory education standard
SRK	standard of the Republic of Kazakhstan
STC	scientific and technical council
TS	teaching staff
USA	USA



GLOSSARY

The author (co-authors) of scientific and technical information is the person (persons) whose creative work (whose) created scientific and technical information as a result of intellectual activity;

Accreditation of educational organizations is a procedure for recognition by an accreditation body of the compliance of educational services with established accreditation standards (regulations) in order to provide objective information about their quality and confirm the presence of effective mechanisms for its improvement;

Upgrade - modernization, updating, improvement;

Approval of scientific research results is a type of scientific activity consisting of testing the results of scientific research in order to establish their suitability for achieving specific goals, etc.

Introduction (use) of the results of scientific and (or) scientific and technical activities - activities aimed at implementing the final stage of the scientific and production cycle of developing new products or introducing new technology;

External assessment of the quality of education - the procedure for licensing, national and international accreditation, ranking of educational programs, external assessment of students' educational achievements, as well as the procedure for assigning qualifications to students in higher education organizations;

Internal assessment of the quality of education - a quality assessment system, various self-assessment procedures for all types of activities of an educational organization, assessment of the educational achievements of students;

Impact factor (from English - impactfactor, lit. - impact factor) is one of the main indicators characterizing the citation rate of a scientific journal;

Institutional accreditation is the process of assessing the quality of an educational organization by an accreditation body for compliance with the declared status and established standards of the accreditation body;

Quality of education - compliance of the level of knowledge of students and graduates with the requirements of State Educational Standards and additional requirements established by the university;

Commercialization of the results of scientific and (or) scientific and technical activities - activities related to the practical application of the results of scientific and (or) scientific and technical activities, including the results of intellectual activity, with the aim of introducing new or improved goods, processes and services to the market, aimed at generating income;

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Monitoring is a complex of dynamic observations, analytical assessment of the forecast of the state of the entire system;

Monitoring the quality of education is a form of organizing, collecting, storing, processing and disseminating information about the activities of the pedagogical system, providing continuous monitoring of its condition and forecasting its development in important educational aspects;

Monitoring of educational services - collection and analysis of data on the processes and procedures of educational activities;

Scientific (research) activity – activity aimed at obtaining and applying new knowledge, covering three types of work: fundamental scientific research, applied scientific research, exploratory scientific research;

Scientific activity - intellectual activity aimed at obtaining and applying new knowledge to solve technological, engineering, economic, social, humanitarian and other problems; ensuring the functioning of science, technology and production as a single system;

Scientific and (or) scientific and technical products - a scientific and (or) scientific and technical result, including the result of intellectual activity, intended for sale to the consumer;

Scientific and technical services – activities in the field of scientific and technical information; scientific and technical activities of libraries, museums, botanical and zoological gardens, etc.; translation, editing and publication of scientific and technical literature; surveys (geological, hydrological, topographical, meteorological, etc.); mineral exploration; collecting information about socio-economic phenomena; technical tests, standardization, metrology, quality control; advising clients on the preparation and implementation of specific projects (except for research and development, ordinary

The Scientific and Technical Council is the highest permanent coordination, advisory and expert body of the university in the field of formation and practical implementation of scientific, scientific-technical and innovative activities, which is created for the purpose of effective interaction of all segments of the university science sector and the active involvement of faculty in scientific-research activities

Scientific research and development is a creative activity carried out on a systematic basis with the aim of increasing the amount of scientific knowledge, including about man, nature and society, as well as finding new areas of application of this knowledge;

A scientific project and (or) a scientific and technical project is a set of coordinated and managed activities that are aimed at obtaining scientific and (or) scientific and technical results and the implementation of which is limited by time and the resources involved;



The national system for assessing the quality of education is a set of institutional structures, procedures, forms and methods for establishing compliance of the quality of education with state compulsory education standards, the needs of the individual, society and the state;

Educational program - a professional educational program aimed at training specialists with qualifications and (or) academic degrees “bachelor” or “master”;

Educational service is a set of purposefully created and offered opportunities for the acquisition of knowledge and skills in order to meet educational needs, ensure that the training of graduates meets the qualification requirements established by the State Educational Standards of the Republic of Kazakhstan and other documents;

The educational process is the transfer and development of socio-cultural experience, as well as the formation of the ability to enrich it;

Patent is a document of protection issued for registered objects of intellectual property and certifying the priority, authorship and exclusive right to use the specified objects during the validity period of the document of protection;

Consumer - an organization or person receiving products or services (students, their parents, employers, the state);

The result of intellectual activity in the field of commercialization of the results of scientific and (or) scientific and technical activity (hereinafter referred to as the result of intellectual activity) - inventions, utility models, industrial designs, breeding achievements, topologies of integrated circuits, programs for electronic computers and databases and other results intellectual activity obtained as a result of scientific and (or) scientific and technical activities;

Silver University, University of the Third Age, is an international movement whose task is to create favorable conditions for the successful adaptation of older people in modern life, for self-education and self-improvement, and increasing the social activity of the older generation.

The system of internal monitoring of the quality of education is a set of organizational structures, norms and rules, diagnostic and evaluation procedures that provide, on a unified basis, assessment of the educational achievements of students and the effectiveness of educational programs;

Specialized accreditation - assessment of the quality of individual educational programs implemented by an educational organization;

A stakeholder is an individual or legal entity who directly or indirectly influences the work of an organization or has certain expectations from the results of its activities;

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Educational and methodological work is the activity of an educational organization to provide the educational process with psychological, pedagogical, didactic and methodological and educational and material objects to achieve its teaching, educational and developmental goals;

The educational and methodological council is a form of collegial management of the educational and methodological work of an educational organization.

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**Baishev University Development Program
for 2023-2029 years**

Under the general editorship of the rector of Baishev University Lygina O.I.

Working group:

Aipeisova S.A.	Vice-Rector for Academic Affairs
Kalaganova N.K.	Vice-Rector for Science and Strategic Development
Bukharbaev Sh.M.	Vice-Rector for Social and Cultural Development
Amirbekova M.A.	Chief Accountant
Yurchenko N.I.	Director of HR Department
Saitbekov N.D.	Dean of the Graduate School of Natural Sciences and Humanities
Kaiyrgalieva M.G.	Dean of the Graduate School of Social and Technical Sciences
Urazgalieva M.A.	Director of the Department of Science and Innovation
Mukhamedyarova A.R.	Director of the Strategic Development Department
Sabitaeva A.K.	Head of the career center
Zhalmagambetova S.T.	Director of the Department of Social and Cultural Development
Sartabanova A.A.	Director of academic department
Erniyazova Zh.T.	Director of the International Relations Department
Barysheva Zh.B.	Registrar's office manager
Balmaganbetova F.T.	Associate Professor of the Higher School of Social and Technical Sciences
Zhanataeva D.S.	Chairman of the Student Parliament, 3rd year student of the OP "Pedagogy and Methods of Primary Education"

The program was discussed with representatives of the public and stakeholders:

Makhanova A. N., head of the Center for Labor Mobility in the Aktobe region

Ungarbaev A.I., director of KSU "Secondary school-lyceum No. 17" in Aktobe

Baimuratova A., Head of the Human Capital Development Department of the Chamber of Entrepreneurs of the Aktobe Region

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Kemeshov M.Zh., chief specialist of the youth affairs department of the internal policy department of the Aktobe region

Abdullina V.S. Sr., investigator of the Aktobe Region Police Department, Chairman of the Council of Employers

Myrzakhanova S.B., Chairman of the Baishev University Alumni Association

Abilkayrov E.K. - 2nd year master's student of the EP "State and Local Administration"

Foreign consultant: Waldemar Maniukiewicz, PhD, Lodz Technical University (Lodz, Poland)

The program has passed legal examination:

Lawyer of the Baishev University Institution Eltekov N.O.