

## **BAISHEV UNIVERSITY**

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**AGREED**

Chairman of the Supervisory Board

B. Ahan

Protocol № 3

«26» 10 2023y.

**APPROVED**

Chairman of the Scientific Council

O. Lygina

Protocol № 3

«26» 10 2023y.



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

Aktobe, 2023

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Baishev University Development Program for 2023-2029/ under the general editorship of Rector O. Lygina – Aktobe, Baishev University. – 2023. – 67 p.

The program is a document regulating and guiding the course of the University's development 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 goal of the Program, and a description of the expected results of the Program.

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

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## 1. PASSPORT OF THE DEVELOPMENT PROGRAM OF BAISHEV UNIVERSITY

Name of the Program	Baishev University Development Program for 2023-2029
The basis for the development of the Program	<ol style="list-style-type: none"> <li>1. The Law of the Republic of Kazakhstan "On Education" dated July 27, 2007 No. 319-III;</li> <li>2. The Law of the Republic of Kazakhstan "On Science" dated February 18, 2011 No. 407-IV;</li> <li>3. The Law of the Republic of Kazakhstan "On State Youth Policy" dated February 9, 2015 No. 285-V;</li> <li>4. Address of 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 the established state";</li> <li>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 certain Decrees of the President of the Republic of Kazakhstan" dated February 15, 2018 No. 636;</li> <li>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;</li> <li>7. Resolution 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;</li> <li>8. Order of the Minister of Education and</li> </ol>

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	Science of the Republic of Kazakhstan "On approval of the structure and Rules for the development of a program for the development of higher and (or) postgraduate education" dated October 25, 2018 No. 590; 9. Decision of the Academic Council of Baishev University (Protocol No. 2 dated October 26, 2023)
<b>Program Developer</b>	The "Baishev University" institution
<b>Goals and objectives of the Program</b>	<b>The Goal of the Program</b> is to achieve a qualitatively new level of University development in accordance with the priorities of the National Development Plan of Kazakhstan, the Concept of Higher Education and Science Development of the Republic of Kazakhstan. <b>Objective of the Program</b> is: improving the mechanisms for implementing priority areas based on the systematic development of educational, scientific, human, information, and material resources of the University
<b>Terms and stages of the Program implementation</b>	2023-2029 years
<b>Sources of financing</b>	funds received as a part of the educational services provided by the University; from the republican budget; the endowment fund bankroll, etc.



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## **2. INTRODUCTION**

*"We strive to be a part of an open modern world,  
developing culture, education and science."*

*The message of the Head of State  
Kassym-Jomart Tokayev to the people of Kazakhstan  
"The Economic course of Fair Kazakhstan"*

The development of education, science and culture is an important priority task for achieving the goals of socio-economic modernization of the Republic of Kazakhstan set out 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 and Science of the Republic of Kazakhstan for 2023-2029.

The State creates all 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 for young people from socially vulnerable segments of the population, etc.

Baishev University is guided by the strategic goals and objectives of the country's development and strives to achieve them 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 the meeting of the Academic Council (Protocol No. 7 dated 02/27/2020)

The Baishev University program for 2023-2029 is based on:

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

- 1 The economic policy of the new deal
- 2 Comprehensive support for entrepreneurship
- 3 New principles of social policy
- 4 Knowledge and professional skills

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5 Further strengthening of statehood and development of Kazakhstan's democracy

6 Consistent and predictable foreign policy

7 The New Kazakh 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 of higher education and science development of the Republic of Kazakhstan for 2023 - 2029:***

1 Accessibility 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 The University's third mission

6 Development of the continuing education system and recognition of the results of non-formal education

7 Development of the certification system and expansion of non-formal education coverage

8 Improving citizens' digital competencies

9 Introduction of a new model of science administration

10 Intellectual capacity building

11 Modernization of scientific infrastructure and digitalization

12 Development of university science

13 Development of applied science and the ecosystem of RSTA commercialization

4) ***with the goals and objectives of the plans for the territorial development of the country, 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 Baishev University educational activities in accordance with the priorities of the country's government programs and transformation into an Open Innovation University to train competitive personnel for the development of the Western region of the Republic of Kazakhstan.

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### **3. THE CURRENT STATE OVERVIEW 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 the innovative development of the 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 higher education training (bachelor's degree), 2 areas of postgraduate education training (Master's degree).

Educational programs are adapted for the industries of 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, fostering a harmonious personality, developing the material and technical base, and improving the University's structure.

The policy of ensuring openness and transparency of the University's activities makes it possible to evaluate the effectiveness of university quality assurance processes and inform the public about the quality level 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 VP 02-2023 Internal Quality Assurance Policy) ensures the development of



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the university in accordance with the Ministry of Internal Affairs, the Purpose 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 of Higher Education (ESG).

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

The most important tasks of the University's 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 an organizational structure of the University, ensuring the unity of stable relationships between structural units.

The Baishev University institution governing body is the Supervisory Board (QMS R 101.1-2023 Regulations on the Supervisory Board").

The University is managed on the principles of unity of command and collegiality, which provides for the formation of collegial governing bodies. The University has collegial bodies (the Academic Council (QMS R 102.1-2023 Regulations on the Academic Council), the Educational and methodological Council (QMS R 201.1-2023 Regulations on the Educational and Methodological Council) and advisory bodies: the 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 N 202.2-2023 Regulations on the Council of Young Scientists), councils on Academic quality at higher schools (QMS N 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), the Alumni Association (QMS R 201.3-2023 Regulations about the Alumni Association).

The University is managed according to the main activities of the University:

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- 1) ***Educational, methodical and scientific-methodical activities*** are carried out in accordance with the Law of the Republic of Kazakhstan "On Education" dated July 27, 2007 No. 319-III, Order of the Ministry of Education and Science of the Republic of Kazakhstan "On approval of the Rules for the organization and implementation of educational, methodological and scientific-methodical work in educational organizations" dated November 29, 2007, No. 583, QMS WITH 2.02-2023 "Management of educational, methodical and scientific-methodical work" in order to integrate education and science, ensure and improve the educational process, develop and introduce new learning technologies, providing advanced training for teaching staff and University staff
- 2) ***Research and innovation activity*** is 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 of the results of scientific and (or) scientific research and technical activities" dated October 31, 2015 No. 381-V SAM, QMS WITH 2.03-2023 "Management of scientific and research activities" for the development of university science.
- 3) ***The international activity*** of Baishev University is 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 links 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 (associations) in the field of education.
- 4) ***Socio-cultural activity*** (QMS FROM 2.04-2023 Management of social and cultural development) is an integral part of the University's educational process and are aimed at the formation of patriotism, citizenship, internationalism, high morality, legal culture, interfaith tolerance based on the values of Kazakh identity and unity, spiritual and moral values, the formation of a

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culture of healthy lifestyle and "zero tolerance" for 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 collegiate management bodies and advisory bodies of the University.

The University is managed by the University management through the mechanism of planning and monitoring the implementation of the Ministry of Internal Affairs, Quality Objectives 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 NPA) of the Republic of Kazakhstan and intrauniversity documented information (hereinafter DI) QMS of Baishev University. The register of NPAs and SMCs is posted on the University's official website and the VK Teams corporate messenger.

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 the University's educational activities***

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

- University and EPs ratings conducted by independent agencies, NChE ATAMEKEN;
- university and EP accreditations by the accreditation bodies;
- quality assessments by stakeholders, etc.
- The "Baishev University" institution:
- is accredited by a number of accreditation agencies included in the register of the EOM 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), as well as its bachelor's and master's degree educational programs are accredited in accordance with international standards of specialized

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accreditation of national agencies;

- is accredited by the Committee of the Ministry of Education and Science of the Republic of Kazakhstan as a subject of scientific and (or) scientific and technical activity in 2022 for a period of 5 years (certificate of the MK series No. 00011);
- certified by AF 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 independently assess the quality of the University's activities and determine the University's place in the ratings.

Baishev University demonstrates stable positions in national and international rankings:

- 1) In the National Ranking of University demand, Baishev University has been among the TOP 20 best universities in the Republic of Kazakhstan in recent years (in 2018 it took the 13th place, in 2019 - the 11th place, in 2020 - the 13th place, in 2021 - the 14th place).
- 2) According to the international Webometrics Ranking of World Universities, which evaluates open access to knowledge produced by the university, Baishev University improves its position: in 2018 it took 88th place among universities of the Republic of Kazakhstan, in 2020 - 67th place, in 2021 - 72nd place, in 2022 - 49th- the 4th place among 132 universities of the Republic of Kazakhstan), in 2023 – the 40th place among 130 universities of the Republic of Kazakhstan
- 3) In the National Business Ranking for 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 Scientific and Industrial Chamber 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.

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- 5) In the Rating of the EP of the National Chamber of Entrepreneurs of the Republic of Kazakhstan "Atameken" in terms of graduate employment in the EP, the average percentage of University employment is 85.35%.
- 6) In the Kazakhstan national ranking H-index 2023, Baishev University is 87th out of 148 educational institutions and research institutes of the Republic of Kazakhstan.

The University's activities are recognized by the public at the national, regional and international levels:

- a thanks-letter from the Minister of Religious Affairs and Civil Society for active participation in the development of student entrepreneurship and innovation (2018)
- certificates of honor and thanks-letter from the Ministry of Education and Science of the Republic of Kazakhstan to 11 employees of the University (2018, 2019).
- diploma in the "Best University" nomination based on the results of the 15th labor season of the youth team "Zhasyl El" (2019)
- "ZhalantosBahadur" medal of the charitable foundation "ZhalantosBahadur Seitkululy" (2019).
- "For contribution to the Turkic world" International medal within the framework of the international symposium in Mersin (Turkey), organized by the Mer-ak Mersin Academy (2019)
- the Baishev University President was awarded a badge for services to the Aktobe region and a medal for the 150th anniversary of the Aktobe city (2019)
- a thanks-letter from the "Bobek" National Movement for participation in the project 1 of the International Encyclopedia of Scientists of the Commonwealth of Independent States -2019
- a thanks-letter from the AF RSE "Kazakhstan Institute of Standardization and Certification" for the clear organization of the internal quality assurance system of Baishev University (2019).
- a thanks-letter from the Aktobe region akim to 3 employees of the University (2023), etc.
- in 2023, Baishev University was awarded by the "National Consumer League" RPA the certificate "People's Quality Mark "Flawless"" (No. 00054)

### ***3.1.3 Educational activities***



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

The University educational programs portfolio 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 of personnel training.

***Areas of higher education training***

1. 6B011 Pedagogy and Psychology
2. 6B012 Pedagogy of Preschool Education and Training
3. 6B013 Teacher Training without Subject Specialization
4. 6B014 Teacher Training with Subject Specialization of General Development
5. 6B017 Teacher training in languages and literature
6. 6B021 Arts
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 and engineering
13. 6B072 Manufacturing and manufacturing industries
14. 6B073 Architecture and construction
15. 6B081 Agronomy
16. 6B091 Veterinary science
17. 6B113 Transport services

***Areas of postgraduate education training***

18. 7M017 Teacher training 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, the National Qualifications Standards, the Regional Qualifications Standards, 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 the educational program development plans (QMS R 201.6-2023 Regulation on the development and implementation of the educational program).

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The Academic Quality Councils of two Higher Schools make decisions on the content and conditions for the implementation of educational programs, on the assessment policy and the Internal quality assurance system (IQAS) of the higher school, on organizing a survey of students on the compliance of the quality of educational programs and (or) disciplines / modules and analysis of the results, for the presence of facts of violation of academic honesty (QMS R 300.1-2023 Regulation on the Academic Quality Council).

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

The number of students enrolled in the 2023-2024 academic year (as of September 1, 2023) is 1,169, including 1,129 undergraduate students (full term of study – 693 people, shortened term of study – 436 people), and 40 graduate students. The share of students studying in the state language is 95.2% of the students' total number.

In the 2023-2024 academic year, 18 students are studying on 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 (EP "Design" – 1 person, EP "Physical Education and Sports" – 2 people).

The University is a part of: Republican Educational and Methodological Council (REMC) of Narxoz University – in the direction of training "Business and Management"; RUMS of the International Educational Corporation (KazGASU) – in the direction of training "Architecture and Construction"; RUMS of KazUMR&WL named after Ablai Khan – in the direction of training "Teacher training in languages and literature" and "Language and Literature"; REMC of KazATC named after M. Tynyshpayev – in the direction of training "Transport services".

As a part of the work on implementing the task of developing young teachers, the University has organized a "School of Young

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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 Regulation on academic mobility of students, teaching staff and employees) in universities of neighboring and far-abroad countries (Bashkir State Pedagogical University named after M. Akmulla (Ufa city, Republic of Bashkortostan, Russian Federation), Orenburg branch of the Plekhanov Russian University of Economics (Russian Federation), Xinjiang University of Finance and Economics (Urumqi, PRC), Tongmyeong University (Busan, South Korea), Udmurt State University (Izhevsk city, Udmurt Republic, Russian Federation), Alcide de Gasperi University of Euroregional Economics in Jozefov (Poland)) and others.

In 2023, Baishev University received grants:

- for the training of 2 students (bachelor's degree) in Europe within the academic mobility framework at the expense of the republican budget, in accordance with the order of the Acting Minister of Science and Higher Education of the Republic of Kazakhstan "On approval of the number of places for study abroad within the framework of academic mobility for 2023" dated May 5, 2023 No. 199.

- to attract 1 foreign expert to the teaching activities of Baishev University, in accordance with the order of the Acting Minister of Science and Higher Education of the Republic of Kazakhstan "On approval of the number of foreign experts to attract to the teaching activities of the OHPE 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 from the Russian Federation, Uzbekistan, and Malaysia are studying at the University.

Academic freedom in determining the EP and curricula content with the stakeholders' participation is expanding.

Round tables are held annually with the participation of faculty, employers, students and other interested parties, where issues of the content of educational programs are discussed, innovative proposals are



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put forward and the possibility of their implementation in the educational process is considered. The attractiveness and competitiveness of the University is increased by a wide choice of elective courses taught by leading practitioners, which enhances the practice-oriented nature of training.

The University's cooperation with practice bases (QMS R 201.12-2023 Regulation on the organization of professional practice of students), with branches (QMS PP 300.1-2023 Regulation on branches) of dual education (QMS R 201.21-2023 Regulation on elements of dual education) ensures practice-oriented training and helps to expand the circle of potential employers. To date, the University has concluded agreements with strategic partners (organizations, enterprises, institutions of the Western region of Kazakhstan), defined as practice bases for students, the Higher Schools branches and places of graduates' potential employment.

Availability of practice bases is 100%.

The work of 27 branches on the basis of enterprises is organized.

Employment of the University graduates is as in a whole 85%, graduates who studied under the state order makes 67.8%.

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

An important and relevant factor in the EPs implementation is the organization of students' professional certification to assess the specialist's compliance with the professional standard requirements. According to the results of professional certification of graduates in the field of "Pedagogical Sciences" education in 2023, the rate of successful the NCT completion 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's series MK No. 00011).

The University's research activities, including research in pedagogical, natural, technical, social and other fields of science, correspond to the national policy priorities in the field of education,

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science and innovative development, and the University both mission and strategy.

There are: a scientific and technical council, a council of young scientists, a scientific student community, scientific and research laboratories, and scientific student clubs at the University.

A scientific journal (ISSN 2706-8293) on the problems of modern science and branches of education is published at the University, which was included in 2014 in the list of journals reviewed and cited by the Kazakhstan Citation Database of JSC NC GNTE and in 2016 the quantitative indicator of the informational significance of the journal (impact factor) was 0.06.

The Baishev University teaching staff and researchers are members of a number of professional associations and alliances such as: UNAA - United Nations Academic Affairs of the Department of Public Information, PDC Center – professional development center jointly with the British Council, the international non-profit organization Enactus, the SAA Association "Community of Academic Activity" (Serbia), the International Association of Teachers of Russian Language and Literature (IATRLaL), the Kazakhstan Association of Teachers of Russian Language and Literature (KazATRLaL), the International Public Association of Alisher Navoi (Fund), the National Academy of Mining Sciences (NAoMS) of the Republic of Kazakhstan, the International Scientific Academy AntiqueWorld, ANO "Commonwealth of the Peoples of Eurasia", ANO "Center for Continuing Education "Alpha-Dialogue", RPO "Kazakh Psychological Society", PO "Kazakhstan Academy of Quality Management" (KAMK), POs: "Assembly of the People of Kazakhstan", "Council of Mediators of the Aktobe Region", etc.

The University's scientists are members of the National Scientific Councils of the Republic of Kazakhstan in the following areas of science: "Scientific Foundations of "Mangilik El (education in 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 Designs", "Information, Telecommunication and Space Technologies, Scientific Research in the Field of Natural Sciences"; the Industry Council for the Oil and Gas Industry for the development of the Industry Qualification Framework (IQF) in the oil and gas industry with the

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participation of representatives of employers' associations, specialists from higher and secondary specialized educational institutions; the International Economic Eurasian Academy, the International Academy of Informatization (IAI), the Regional Academy of Management (RAM), the Alliance of "Young Scientists", the Chamber of Legal Advisers, etc.

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

The University's teaching staff actively participates in announced competitions for the scientific research implementation within the framework of grant funding for scientific research and is the holder of grants for the implementation of applied scientific research projects.

The achieved result in the University's R&D is the production of school chalk, which in 2018 passed the examination at the Aktobe branch of "National Center for Expertise and Certification", JSC and was registered (No. 2 dated 04/25/2018). Organization standard. School chalk. ST TOO 160340003988-01-2018 (04/10/2018).

In 2019, the University was recognized as the winner of the competition within the "Stimulating Productive Innovations" project framework, conducted by the Science Committee of the Ministry of Education and Science of the Republic of Kazakhstan to select technology transfer / commercialization offices in the universities of the Republic of Kazakhstan among 17 ones of the Republic of Kazakhstan.

In 2019, the 1st stage of the "Assessment of Internationalization Strategies in Kazakhstani Universities" project of the Ministry of Education and Science of the Republic of Kazakhstan and the British Council was completed, with a grant from the US Embassy for the "Professional English for Journalists" program, which is designed to provide support in improving the professionalism of Kazakhstani journalists, as well as their level of English proficiency in connection

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with the transition to the trilingualism society. The British Council program was carried out on behalf of the US Embassy in Kazakhstan.

In the period 2018 – 2020, a competitive project entitled "Ecologically and economically efficient building composite materials based on man-made waste" was completed within the framework of grant funding for scientific research in the amount of 45 million 300 thousand tenge;

In the period 2020 – 2022, together with the Research Institute of Building Physics of the Russian Academy of Architecture and Construction Sciences (RAACS) Professor B. Isakulov, Doctor of Technical Sciences, completed an international project "Scientific Foundations of Detoxification of Waste from the Oil Refining and Metallurgical Industries to Obtain Binders for Structural Building Materials" on the basis of the Cooperation Agreement dated 09/02/2020 and Employment Contract No. 113/40 dated 09/08/2020.

Since May 20, 2022, the theme "Development of the scientific potential of young scientists of regional universities of the Republic of Kazakhstan: mentoring model" has been implemented on the basis of the received grant for the implementation of scientific, scientific and technical projects under grant financing in the amount of 53,342,680 tenge (agreement No. 89-KMUZ, decision of the National Scientific Council on grant financing for the priority "Research in the field of education and science", meeting minutes No. 2 dated April 15-20, 2022);

Since August 3, 2023, the theme "Methodology of teaching Kazakh as a foreign language through the system of ethno-cultural units" has been implemented on the basis of the received grant for the implementation of scientific, scientific and technical projects under grant financing in the amount of 64,585,148 tenge (agreement No. 297 / 23-25, decision of the National Scientific Council on grant financing for the priority "Research in the field of education and science", meeting minutes No. 6 from 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 EPs of the direction of training personnel in the field of "Pedagogical Sciences" education.

One of the priorities is international cooperation. The University maintains close international cooperation relations with universities in

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the USA, Turkey, Poland, Uzbekistan, China, Bulgaria, Georgia, South Korea, Malaysia, Iran, Latvia, Russia, Ukraine, Belarus, etc.

The University has concluded agreements with foreign universities of the near and far abroad on joint cooperation in the field of education and science: University of California, Riverside (USA), University of Pahang (Malaysia), Tongmyong University (Busan city, Republic of Korea), Nanchang University (China), Xinjiang University of Finance and Economics (Urumqi city, China), Lodz University of Technology, Alcide de Gasperi University of Euroregional Economics in Józefów, 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 University of Education (Georgia), National University of Science and Technology "MISiS" (Moscow, Russia), Bashkir State Pedagogical University named after. M. Akmulla (Ufa city, Russian Federation), GNU VNIIMS (All-Russian Research Institute of Meat 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 Oles Honchar (Ukraine), Belarusian State University (Minsk city, Belarus), etc. Within the framework of organizing 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.

In 2023, under the “500 Scientists” project, within the framework of the Bolashak program, 2 teachers of the University Veterinary Science program won a grant for a scientific internship in the UK.

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

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

The Researcher Connect trainings are conducted in the Professional Development and Engagement Centre (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 under the “TechOrda” program in the Python Programming course.

In order to get acquainted students and young scientists with creative thinking and entrepreneurship, a business incubator has been operating since 2022. The business incubator provides support and training to students, faculty and staff in creating startup projects, participating in grant competitions and finding investors.

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

1. Free Air. Project author: Adilkazy Yesengaliyev, the University system administrator;
2. Kenzhe Lingvo center. Project author: Kenzhegul Serebaeva, a leading specialist of the University Strategic Development Department;
3. EasyTalk. Project author: Nurgul Nasipkalieva, a 4th-year student of EP 6B01731-"Foreign language: two foreign languages".
4. Financial literacy. Project author: Rysgul Dauletova., a leading specialist of the University academic department.

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

From 2022 to August 2023, Baishev University, within the Creative Flame program framework, was a member of the “Enterprise Educators UK” – an international community of creative entrepreneurship.

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In January 2023, a number of the Baishev University employees completed training at the Terricon Valley business incubator in Karaganda (the RK), receiving a tracker certificate, which allows them to lead startup teams within the business incubation programs framework.

In February–March 2023, the 1st stream of the Zerek incubation program was held. 46 people took part in the incubation program. Together with mentor Olanrenwaju Olaoye (Lincoln University, UK), events were held on the basics of Idea Formation, Team Building, Creativity, Customer Development, etc.

Guest lecturers were invited from the Aktobe region entrepreneurs range such as: Dina Kenjebaeva – a founder of @eco\_chisto\_aktobe, Aizhan Bisengalieva – a founder of otbasy\_look.kz, Nurbolat Molzhigitov – a founder of oem.kz. Also, with the support of the Chamber of the Aktobe Region Entrepreneurs, an on-site excursion was held to the site of “Europlast Company, LLC”, a local manufacturer of metal-plastic windows.

In general, the research and international activities at the University are aimed at:

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

To improve the University's performance, systematic work is carried out:

- using a remote form of cooperation to involve successfully foreign scientists into cooperation;
- inviting scientists from the CIS and non-CIS countries universities;
- implementing an external academic mobility program for teachers and students;
- including foreign scientists in research groups, as well as attracting them via state or international exchange programs, etc.

### ***3.1.5 Social and cultural activities***

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

Particular importance is given to the promotion and implementation of the priority areas of the annual Address of the President of the Republic of Kazakhstan to the people of Kazakhstan, explanation of: the main provisions of the Laws of the Republic of Kazakhstan on the State

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Youth Policy; legal norms on combating corruption; Baishev University academic policy and the academic honesty principles.

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 at the University.

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

All the necessary conditions for the formation of a students' harmoniously developed personality have created at the University.

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

The University Youth Affairs Committee has been repeatedly recognized as the best among the Aktobe universities ones, and it has been awarded a thanks-letter from the Aktobe region Akim (a regional Head). The Youth Affairs Committee closely cooperates with the regional Department of Internal Policy, the regional and city resource centers.

The University students have the opportunity to participate in 13 clubs and 6 sports sections (volleyball, football, basketball, chess, togыз kumalak, swimming).

The KVN team (Club of the Cheerful and Resourceful members), 4 dance groups, 4 vocal groups unite the creative youth of the University.

The members of the "Iceberg" debate club conduct discussions ("Youth against alcohol!", "We are against drugs", etc.), along with intellectual games ("What? Where? When?" and etc.).

The "Umit Nury" volunteer club 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 Gylym", "Profi" (Kazakhstan), as well as "International Festival of Student Creativity" (Russia), "International Competition of Young Designers".

The University students actively participate in the republican programs "Atameken", "Zhasyl El". Based on the results of the summer labor semester, the University students were awarded certificates and



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trips to Astana. The Alumni Association closely cooperates with the city Employment department, akimats (local state authorities) of Aktobe city and Aktobe region.

Members of the Association annually take part in the "Education. Work. Career" specialized exhibition, in job fairs held by the "Aktobe Employment Center" State Institution.

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

The University has created conditions for providing students with opportunities to develop and support giftedness in order to ensure their personal, social self-realization and professional self-determination. The "Support for gifted students" program is being implemented. Gifted students have the opportunity to receive a scholarship from the Aktobe region akim (the regional leader), as well as the University president scholarship.

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

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

Paying attention to the social and material situation of students, Baishev University uses the opportunities to provide assistance to socially vulnerable categories of students at its own expense, as well as to arrange sponsorship from: the Aktobe region akim, the Aktobe region internal policy department, enterprises of the Western region, the Kazakhstan Khalkina Foundation, etc.

Over the course of a decade, within the framework of the For Keciors of Higher Education Institutions of Kazakhstan program of social support for 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 PhDs, 40 candidates of science, and 44 masters. For part-time work, teachers are

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invited from among candidates of science, masters, and highly qualified specialists who are 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 teaching staff average age is 48.7 years.

The University has an official website – <https://bu.edu.kz/>, which displays basic information about the University's activities to the public, as well as current information in the news feed.

Third-level domain – [bu.edu.kz](https://bu.edu.kz). Internet speed is 300 Mbit/sec.

The University's information and educational environment is provided by: the "Platonus" AIS – version 6, both the [kabis.bu.edu.kz](https://kabis.bu.edu.kz) and [lib.bu.edu.kz](https://lib.bu.edu.kz) electronic libraries, corporate mail on the domain – [bu.edu.kz](https://bu.edu.kz) (QMS R 102.5-2023 Regulation on the organization of corporate mail for teaching staff and students), the "Documentov" electronic document management system, DOGOVOR-24, the "VK Teams" corporate messenger, the "Antiplagiat" system.

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

№	Name of the building	Address	Year of commissioning	Total area
1	Academic building "A"	Brs.Zhubanov St., 302 "A"	2010	6327
2	Academic building "C"	Brs.Zhubanov St., 302 "A"	2006	7143
3	Academic building "B"	Brs.Zhubanov St., 302 "A"	2005	579
4	Academic building	Imanov st., 14	1981	2106

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5	Academic building "B"	Imanov st., 14	2004	1844
6	Testing Center	Brs.Zhubanov St., 302 "A"	2016	1472
7	Technopark "Zerek"	Brs.Zhubanov St., 302 "A"	2017	1703
8	Sports Complex	Brs.Zhubanov St., 302 "A"	2013	638
9	Sports Complex	Imanov st, 14 B	2006	890
10	Dormitory	Maresev st., 76 «A»	1971	2479,8

The University Library has subscriptions to international and national databases and EBS.

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

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

For sport activities, there is a sports and recreation complex, two gyms, an outdoor playground, and a four-lane swimming pool.

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

To monitor the health status of the University students, teaching staff and other employees, there is a "Baishev Med" clinic and a medical center, which operate on the basis of a license to engage in medical activities.

A comfortable dormitory with 204 beds is at disposal for nonresident students.

To meet the special educational needs of students with disabilities (LHP) who have learning difficulties, the University provides resources, including special training programs and teaching methods, technical and other means, as well as creates a barrier-free environment, specialist

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assistance, etc. The University's website has been adapted for people 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 Institute for Advanced Qualification and Retraining of Personal (IAQ&RP), the ZEREK Technopark, a coworking center, a testing center, the Kokzhar-Barkyn tourist and wellness complex, and a tourist and hotel complex in Myaly at Baishev University.

Construction work is currently underway on a modern campus with a total area of 24969.1 m<sup>2</sup>, located at: Aktobe city, Batys-2 district, site 49 "A", the infrastructure of which includes a 650-seat Student Palace, a 500-bed dormitory, a 2,560 m<sup>2</sup> sports complex, etc.

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

### ***3.1.7 SWOT analysis of the current state of the Baish University***

The executed SWOT analysis made it possible to assess the current state, achievements, as well as to identify problems and determine the University's development prospects and possible threats.

<b>S (strength) – strengths (potentially positive internal factors)</b>	<b>W (weakness) – weaknesses (potentially negative internal factors)</b>
<ul style="list-style-type: none"> <li>- Academic and business reputation of the University</li> <li>- The University's worthy position in the National ranking of demand for universities of the Republic of Kazakhstan</li> <li>- International accreditation: institutional and specialized</li> <li>- Scientific accreditation of the University</li> <li>- Certified QMS</li> <li>- An ESG-compliant SVK and a culture of academic integrity.</li> <li>- Qualified personnel</li> <li>- Membership of the faculty in the RUMS in the areas of training, in the sectoral and national scientific councils of the Republic of Kazakhstan, dissertation councils, international academies, etc.</li> <li>- Social partnership with stakeholders</li> <li>- International cooperation</li> <li>- Research and innovation activities</li> <li>- "Bulletin of Baishev University" scientific journal on the Pablons web platform</li> <li>- Stable financial position of the University</li> </ul>	<ul style="list-style-type: none"> <li>- The stage of implementation of joint educational programs/ double degree programs</li> <li>- Certification of teaching staff by language training levels (TOEFL, IELTS, DELF, DELF, TestDaF, DSD II, HK)</li> <li>- Attracting investments and co-financing, commercialization of scientific developments</li> <li>- Licensed software</li> <li>- A contingent of specialized master's degree programs</li> <li>- Obsolescence of the material and technical base</li> <li>- The aging of teaching staff with academic degrees, the likelihood of a shortage of qualified teachers and scientific staff</li> </ul>



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<ul style="list-style-type: none"> <li>- Material and technical base of the University</li> <li>- ZEREK Technopark</li> <li>- Digitalization of internal processes, attractive website, social networks</li> <li>- Electronic library, sufficient book supply</li> <li>- A system for evaluating the activities of teaching staff, higher schools and financial incentives</li> <li>- Educational program portfolio</li> <li>- Training at the expense of grants allocated by beneficial organizations, under a state educational grant.</li> <li>- Practice-oriented approach to teaching, dual training in the OP, Higher School of Economics branches</li> <li>- Distance learning technologies</li> <li>- A system of support for spiritual and moral values for students with special educational needs, orphans, and low-income families</li> <li>- Student Government</li> <li>- The system of attracting students to research, extracurricular activities, and student entrepreneurship</li> </ul>	
<p><b>O (opportunity) – favorable opportunities (potentially positive external factors)</b></p>	<p><b>T (threat) – threats (potentially negative external factors)</b></p>
<ul style="list-style-type: none"> <li>- State guidelines and priorities for the development of education and science of the Republic of Kazakhstan to expand the academic autonomy of universities</li> <li>- The opportunity to participate in national and world rankings</li> <li>- Development of a regional Atlas of new professions to forecast changes in the labor market and identify areas of specialist training</li> <li>- Expanding access to higher education through increased grants and grant quotas for young people, including those from socially vulnerable segments of the population.</li> <li>- The demand for higher and postgraduate education in the region</li> <li>- Business community support for a practice-based learning approach</li> <li>- Strengthening integration processes, the possibility of expanding forms of international cooperation</li> <li>- The opportunity to participate in funded international programs and grant projects</li> <li>- The possibility of professional development of teaching staff in national and foreign</li> </ul>	<ul style="list-style-type: none"> <li>- High rates of changes in legislation regulating educational activities, requiring rapid adaptation (restructuring)</li> <li>- Barriers to graduate employment in the event of a labor crisis under the influence of environmental and economic factors</li> <li>- Insufficient development of the mechanism of professional certification of graduates of non-pedagogical areas of training</li> <li>- Insufficient level of language training for applicants entering the Master's degree program at the University</li> <li>- Outflow of qualified teaching staff (migration, emigration, etc.)</li> <li>- Decrease in the number of applicants</li> <li>- Lack of demand for scientific results from industry and business</li> <li>- Low funding and co-financing of scientific research</li> </ul>

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<p>educational centers</p> <ul style="list-style-type: none"> <li>- The opportunity and conditions for publishing the works of teaching staff in domestic and foreign publications</li> <li>- The possibility of passing the accreditation of the university and OP in various national and foreign accreditation bodies, the accreditation of researchers</li> <li>- Increasing the level of global recognition of scientists through publications in foreign scientific publications.</li> <li>- The interest of international educational organizations and foreign universities in cooperation.</li> <li>- Development of digital technologies for implementation in education.</li> <li>- Programs and projects of various organizations to provide conditions for teaching English to teaching staff and students</li> <li>- Attracting investments through the Endowment Fund</li> </ul>	
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### ***3.2 Analysis of trends and challenges***

According to the Concept of 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**:

- equality of the rights of all to receive high-quality higher education; accessibility of higher education for the population, taking into account intellectual development, psychophysiological and individual characteristics;
- the continuity of the educational process, ensuring the continuity of its levels;
- free choice of an individual learning trajectory and acquisition of skills and competencies through continuing education;
- mobility of labor resources – the possibility of changing the profile of activity and parallel vocational education in various areas;
- prioritization 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 in obtaining state support;
- the objectivity and independence of the expertise of scientific, scientific and technical projects and programs;



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- integration of science, education, business and production;
- development of international scientific and scientific-technical cooperation;
- stimulating the technologies' commercialization in priority sectors of the economy, encouraging and creating conditions for the participation of private business entities in the development of scientific, scientific, technical and innovative activities.

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

- expanding access to higher education;
- the 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;
- the University's third mission;
- development of the continuing education system and recognition of the results of non-formal education;
- development of the certification system and expansion of the population's coverage of non-formal education through information work;
- improving 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 ecosystem of scientific research and scientific and technical activities results' (SRSTAR) commercialization.

**The main trends in higher and postgraduate education:**

**1. *The education massification (or massivization).***

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 that means the mass education (*massivization of education*):



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- Expanding access to higher education through an increase in the number of grants;
- Legislative regulation of the mechanism of the State Educational Accumulative System (GONS) to expand access to education;
- Quoting grants for young people from socially vulnerable segments of the population (53.5% of the total number of grants);
- The mechanism of repeated UNT procedure;
- Access of talented youth to study at the best universities in the world under the Bolashak International scholarship, etc.

**2. *The interaction of universities and business with the state (triple helix).***

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

The strategy should be focused on:

- to develop cooperation between stakeholders on personnel training and promotion of their employment.
- to promote the employment of persons who have graduated from higher and postgraduate education programs, including on the basis of a state educational order.

For an adequate assessment of the regional labor market needs, joint marketing research of the labor market in the Western region and the need for personnel for the branches of the region in the areas of the University training are necessary in alliance with representatives of business society and government statistics (triple helix).

The intensive development of Aktobe is critically important 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 country western regions.

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

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



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The educational programs will focus on training personnel with new skills in 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) implemented as part of the digital transformation and transition to Industry 4.0.

#### ***4. Internationalization.***

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

#### ***5. Initiatives of academic excellence.***

University academic excellence initiatives are one of the main trends in the modern development of education in the world. The main goal of the initiative is to include universities in the world's leading university rankings.

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

For 2023-2025, 10 priority areas for the development of science in the Republic of Kazakhstan have been 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 sciences; Research in education and science; Research in social sciences and humanities; Sustainable development of the agro-industrial complex and the 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 biotechnologies, IT and artificial intelligence, agricultural sciences, green technologies and energy efficiency, mining and metallurgical complex.

#### ***7. Orientation towards service to society.***

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The focus on service to society makes it possible to solve important educational tasks:

- 1) creating conditions for the development of spiritual, moral and creative qualities of a person;
- 2) the development of tolerance and 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 a personality with an active lifestyle, conscious attitude to public duty, service to society and his country;
- 5) further implementation of a volunteering program to support single elderly people, disabled people and children from 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 University staff, 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: the intensification of society's demands for the quality of education, a change in the position of the state in relation to universities, the managerial and economic conditions of universities, and competition in the educational services market. In the context of accelerated transformations in the field of higher education, which are also associated with the expansion of educational services (globalization) and the introduction of digital technologies in all areas (digitalization), new requirements for the university management system are being formed.

#### ***9. Integration of formal and non-formal education***

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

The main trends in the development of continuing education are:

- 1) integration of formal and non-formal education. Recognition of the results of non-formal education becomes a prerequisite for obtaining qualifications, which provides an opportunity

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for citizens to gain access to formal education through the accumulation of academic credits.;

- 2) new technologies that increase the requirements for technical skills acquired informally;
- 3) providing opportunities to integrate into the labor market by recognizing the results of non-formal education, which will promote 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 Aktobe city, 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 plants.
- it is necessary to revise the curricula with the prioritization of training specialists in modern chemical technology and petrochemical qualifications with the invitation of highly trained foreign teachers.

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

The University's strategy ensures the orientation of the educational, research, educational process, and educational programs in accordance with advanced trends.

The Baishev University Development Program for the period 2023-2029 is aimed at fulfilling 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. It is focused on the continuous improvement of the University's activities to ensure the quality of scientific and educational activities, in accordance with legislative and regulatory requirements, taking into account the requirements and wishes of all interested parties.

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**The Program purpose** is to achieve a qualitatively new level of University development in accordance with the priorities of the National Development Plan of Kazakhstan, the Concept of Development of Higher Education and Science of the Republic of Kazakhstan and the strategic objectives of the industries of the Western region.

**The Program objective** is: improving the mechanisms for implementing priority areas based on the systematic development of educational, scientific, human, information, and material resources of the University.

**The forecast of the development of Baishev University 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, determines **the University target image**, which is characterized as:

- a modern scientific and educational campus that provides an effective mechanism for integrating science, production and education, leadership in scientific research and technology among universities in the Western region of the Republic of Kazakhstan;
- an educational institution that is equally accessible to young people from all regions of residence and social strata, effectively fulfilling the function of a "social elevator";
- the center for the development of mechanisms for the interaction of fundamental and applied education, educational programs, and the activation of 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;
- the center for the development of intellectual, cultural and ideological heritage, forming sincere patriotic feelings of students.

#### **4. VISION, MISSION AND VALUES OF BAISHEV UNIVERSITY**

**The vision** means that Baishev University is an open innovative one based on the integration of science, education and production.

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

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

- training highly qualified, competitive, socially responsible personnel for enterprises and organizations in the region, taking into account their industry specifics;
- in the formation and implementation of applied scientific research, taking into account the existing economic, technical, technological, environmental and other problems of the Western region of Kazakhstan.

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

**University Values** are:

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

## **5. STRATEGIC PRIORITIES OF BAISHEV UNIVERSITY**

Baishev University defines strategic development priorities in the following areas:

### **Strategic direction 1. Development of higher and postgraduate education**

**Purpose:** To provide high-quality training of highly qualified, competitive personnel for the industries of the Western region of the Republic of Kazakhstan

### **Strategic direction 2. Implementation of the Third Mission**

**Purpose:** To improve socio-cultural activities for the education of socially responsible personnel for the industries of the Western region of the Republic of Kazakhstan

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### **Strategic direction 3. Development of university science**

Purpose: To increase the contribution of science into the Western region of Kazakhstan innovative development.

## **6. WAYS TO ACHIEVE THE GOAL OF THE PROGRAM**

**The Program purpose means achievement of a qualitatively new level of the University development in accordance with the priorities of: the National Development Plan of Kazakhstan, the Concept of Development of Higher Education and Science of the Republic of Kazakhstan.**

In order to implement the Baishev University strategic priorities, it's necessary to solve problems in the field of academic, scientific, international activities, as well as the University's third mission:

- 1) Diversification of the University's educational programs in accordance with the specific needs of the region's industry enterprises, a Regional Atlas of new Professions with prioritization of personnel 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 requirements of enterprises via a system of their specialists training and retraining at the University, training of production workers in specialized master's degree programs, including the double-degree education with foreign universities.
- 3) Development of the University scientific and innovative potential for the formation of a knowledge-based economy in the region.
- 4) Activation of the processes of both patent activity and research results commercialization.
- 5) Creating conditions for the internationalization of educational and research processes at the University
- 6) Determining the possibility of integrating a University with a clear vision of the geographical focus of cooperation (CIS border countries, European countries, China, India, Malaysia, Turkey, etc.).

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- 7) Creating effective partnerships, developing learning mechanisms and serving the community for students, which will become the main dialogue platform for discussing topical issues of the region, forming social competence and volunteerism, motivating them to show effective initiative in solving assigned tasks.

**Key actions:**

- Transformation of educational programs
- Transformation of academic culture
- Orientation of scientific research towards solving 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:

***Purpose: To provide high-quality training of highly qualified, competitive personnel for the industries of the Western region of the Republic of Kazakhstan***

**Task 1.1 To expand access to higher and postgraduate education**

**EVENTS:**

To complete this task, it's 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 foundations.
- 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 the University support for youth from socially vulnerable segments of the population

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### **Task 1.2 Implementation of advanced staffing for industries in the Western region of the Republic of Kazakhstan**

#### **EVENTS:**

The personnel training system will switch to a model of advanced staffing. To do this, the University needs to consolidate also the efforts of business and education in advanced training.

Work will continue on the further implementation of ECTS principles in the educational process and the expansion of academic freedom.

As updating the content of educational programs as improving the graduate model of the university will be carried out allowing for the key competencies, the regional Atlases of professions and new challenges of the labor market. It's planned to license medical training areas and introduce EPs in the form of online training.

It's planned to upgrade the career center, including this achievement by improving the center's staff skills via 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. Business representatives and employers will continue to be involved in the development of educational programs, as well as the integration of the educational process with scientific activities.

### **Task 1.3 Expanding the population's coverage of non-formal education**

#### **EVENTS:**

In order to increase the active participation of the population in non-formal education and eliminate the shortage of new everyday knowledge, adult education will be organised on the successful experience of a credit (cumulative) education system that allows to recognise the results of non-formal education.

Teaching aids, course programs, and mechanisms for scientific and methodological support and course support will be composed to develop the "Silver Universities" model.

Institute for Advanced Qualification and Retraining of Personal (IAQ&RP) is constantly developing new programs that meet the potential students needs & demands.



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It's practiced at the University to invite leading scientists and experienced methodologists from educational and scientific centers of Kazakhstan and abroad.

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

Work on both the design of massive open online courses (MOOCs) and the provision of online educational services will continue in the institution. To ensure access to online learning for the general public, the existing platform at the University will focus on issuing electronic certificates.

**Task 1.4 Development of international cooperation and internationalization of higher and postgraduate education programs**

**EVENTS:**

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

Work will continue on the implementation of double-degree 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 teachers and students to participate in educational exhibitions, forums and seminars abroad.

Work will continue to attract as foreign teachers as international students.

To develop academic mobility, information meetings with the University students will be provided on a regular basis. The principles of academic integrity and research ethics will be implemented at the institutional and academic levels based on the experience of international universities.

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

**Task 1.5 Development of the University's human resources**

**EVENTS:**

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The University plans to continue the transition to a new position system in accordance with international standards and a new staffing model.

Current advanced training courses will be continued for the University's teaching staff on the ICI&PC basis of.

The University staff will continue to participate in programs and projects of various organizations that provide conditions for teaching full-time teaching staff and staff in English, advanced training in the field of IT competencies and online learning methods in the areas of personnel training.

### **Task 1.6 Development of infrastructure and digital architecture of the university**

#### **EVENTS:**

The University will consider the possibilities of transition to or implementation of elements of the "Smart University" model with a digital ecosystem. This includes 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 fleets will be upgraded. This will allow the University to increase its effectiveness and ensure the effectiveness of its strategic and operational activities as well.

High-quality operation of the local network and Internet connection will be ensured. The Wi-Fi coverage area must be 100%, and broadband Internet access with a network bandwidth of at least 500 megabytes per second, including wireless technologies.

Work will be carried out to prepare its own digital infrastructure at the University for the implementation of online learning.

***Purpose: To improve socio-cultural activities for the socially responsible personnel education for the industries of the Western region of the Republic of Kazakhstan***

### **Task 2.1 Development of the third mission in the framework of social design and entrepreneurial activity**

#### **EVENTS:**

The University will continue to develop a comprehensive system of student education that meets the goals, content and achievable results of the state policy in the field of education and youth education. Optimal conditions will be provided for the holistic development and self-realization of students' personality, self-education, self-organization, the

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development of social experience and social responsibility, the modernization of traditional and the development of new forms, 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 on the development of student self-government and the implementation of socially significant projects will continue, and forms of volunteerism will be expanded. The University will continue to actively participate in public events of the city and the region.

The debate movement will continue to develop in order to develop leadership skills and oratorical abilities.

An integrated social GPA of 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 social life of the university and volunteer activities, which will contribute to the formation of civic and patriotic values and social skills among students.

Activities related to the organization of sports sections will be continued. The University has the necessary base for conducting mass sports activities.

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

Work will also continue to enhance the role of the Alumni Association in the University's activities.

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

A physical and virtual space will be created at the university, taking into account, first of all, the interests and needs of students.

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

***Purpose: To increase the contribution of science to the innovative development of the Western region of Kazakhstan***



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**Task 3.1 Development of applied science and the ecosystem of RS&STA commercialization**

**EVENTS:**

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

Work will continue to facilitate the participation of teaching staff in the republican programs "The best University teacher" and "Zhas Galym".

Meetings of business representatives with the University scientists will continue to be organized for to develop cooperation in the field of commercialization of scientific and (or) scientific and technical activities.

The Council of Young Scientists will continue to organize seminars and round tables on the relevance of the participation of young teachers in the search for original research, in order to increase the teachers' involvement in high-tech research and to provide information and consulting support to faculty members on research activities.

The University has and will continue to encourage faculty and staff to publish scientific articles and research results in the form of financial incentives.

Work will continue on organizing training seminars and webinars from Clarivate Analytics and Elsevier using the Scopus database and publishing PPP articles in publications that are in quartiles 1, 2 and 3 according to Clarivate Analytics' Journal Citation Reports or have CiteScore percentile in the Scopus database.

It's 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 signed with the world's leading scientific centers and laboratories to strengthen the integration of scientific research made by the University scientists into the international scientific space, for international internships by 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 Master's and PhD students will continue in cooperation with other scientific organizations, and the publication of



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their articles in journals with a non-zero impact factor included in the *Thomson Reuters/Scopus* databases or recommended by the National Research Center for Higher Education (NRCHE) of the Republic of Kazakhstan.

In the future, the patent activity of the University scientists within the research activity framework is planned to increase. For this purpose, information and consulting support of the Faculty on patenting issues will be provided.

**Task 3.2 Development of students' research competencies through educational and project activities**

**EVENTS:**

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


- seminars, round tables, training workshops, and the organization of scientific circles for students on the organization of scientific research.
- conducting intra-university research project competitions among students and undergraduates,
- assistance for participation in national and international competitions, Olympiads, exhibitions of scientific papers.
- activation of the participation of undergraduates in the implementation of fundamental and applied research on the basis of scientific and research laboratories, the ZEREK Technopark.
- expanding the internship practice of undergraduates in leading research institutes and centers.

**Task 3.3 Modernization of scientific infrastructure**

**EVENTS:**

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

Thus, the identification of promising areas of the program and the main approaches to its implementation will allow the University to develop training areas that are adequate to the real needs of enterprises in the city and the region, scientific and innovative potential, the

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University's third mission, and strengthen its status as a leader not only in the regional, but also in the national and international educational services market.

### 7. DESCRIPTION OF THE EXPECTED RESULTS OF THE PROGRAM IMPLEMENTATION

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

<b>STRATEGIC DIRECTION 1. DEVELOPMENT OF HIGHER AND POSTGRADUATE EDUCATION</b>		
1	Percentage of employed graduates in the first year after graduation	70 %
2	Diversification of the University's educational programs in accordance with the specific needs of the industrial enterprises of the region, the Regional Atlas of New Professions	100 %
3	A Silver University creation on the basis of the University	1
<b>STRATEGIC DIRECTION 2. IMPLEMENTATION OF THE THIRD MISSION</b>		
1	Percentage of students involved in organized social activities	30 %
2	The proportion of students enrolled in student entrepreneurship and innovation programs	5 %
<b>STRATEGIC DIRECTION 3. DEVELOPMENT OF THE UNIVERSITY SCIENCE</b>		
1	Percentage of teaching staff engaged in research activities	40 %
2	The proportion of students engaged in research activities	20 %

### 8. TARGET INDICATORS OF THE BAISHEV UNIVERSITY DEVELOPMENT PROGRAM

№ n/n	Target indicators	Units of measureme	Reporting year	In the planned period, a year
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		nt	2023	2024	2025	2026	2027	2028	2029
<b>STRATEGIC DIRECTION 1.</b>									
<b>DEVELOPMENT OF HIGHER AND POSTGRADUATE EDUCATION</b>									
<b>Purpose: To provide high-quality training of highly qualified, competitive personnel for the industries of the Western region of the Republic of Kazakhstan</b>									
<b>Target indicators:</b>									
1	Percentage of employed graduates in the first year after graduation, not less than	%	70	70	70	70	70	70	70
2	Diversification of the University's educational programs in accordance with the specific needs of the industrial enterprises of 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	un.	-	-	-	-	1	-	-
<b>Task 1.1 To expand access to higher and postgraduate education</b>									
1	Introduction of new both educational programs and (or) areas of higher and postgraduate education training as well	un.	-	-	2	-	-	2	-
2	Admission of students in the areas of the University bachelor's degree	%	82	100	100	100	100	100	100

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3	Providing students with preferential terms of study (the University grants, scholarships, discounts)		+	+	+	+	+	+	+
4	The share of foreign citizens from the total number of students	%	0,5	2	2	2	2	2	2
5	The level of conditions created for inclusive education at the University	%	80	80	90	90	90	100	100
6	The proportion of nonresident bachelor's degree students who are provided with living conditions, including international students, out of the total number of those in need, at least	%	70	70	70	70	70	70	70
7	The share of students transferred/reinstated to the University from foreign universities, off the total contingent, no more than	%	30	30	30	30	30	30	30
8	The proportion of students satisfied with the quality of educational services out of the total number of student respondents, at least	%	70	70	70	70	80	80	90
<b>Task 1.2 Implementation of advanced staffing of industries in the Western region of the Republic of</b>									





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Kazakhstan									
1	Availability of students by state order at the expense of the republican budget (with accumulation)		+	+	+	+	+	+	+
2	Availability of students at the expense of employers and foreign investors (with savings)		+	+	+	+	+	+	+
3	The share of bachelor's degree graduates in the field of "Pedagogical sciences" education who passed professional certification in the year of graduation off the total number of the pedagogical training areas graduates, not less than	%	60	60	60	60	60	60	60
4	The proportion of government-commissioned graduates who were employed in the 1st year after graduation, at least	%	70	70	70	70	70	70	70
5	The presence of branches established in industries		+	+	+	+	+	+	+
6	The proportion of the business sector reps involved in the educational process, out of the total number	%	20	20	20	20	20	20	20

	of teachers of the disciplines of the basic and profile cycles in the field of personnel training, not less than								
7	Provision of students with practice bases	%	100	100	100	100	100	100	100
8	The degree of employers' satisfaction with the quality of graduate training (from the total number of respondents), at least	%	80	80	80	80	80	80	80
9	The degree of students' satisfaction with the internship results, the heads of the practice bases (off the total respondents' number), at least	%	85	85	85	85	85	85	85
<b>Task 1.3 Expanding the population's coverage with non-formal education</b>									
1	The number of students enrolled in the Silver University programs	per	-	-	-	-	10	20	30
2	Number of students enrolled in non-formal education programs aimed at improving digital literacy (aged 6-74 years) (basic digital and media skills, information security skills, Egov usage,	per	40	55	65	70	80	90	100



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	etc.)								
<b>Task 1.4 Development of international cooperation and internationalization of higher and postgraduate education programs</b>									
1	Number of agreements (agreements, memoranda) on international cooperation	un.	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 external and internal academic mobility programs	per	15	23	33	43	52	59	67
4	The number of foreign teachers involved in teaching, conducting trainings, guest lectures, and master classes	per	8	9	10	10	12	12	15
5	The number of joint educational programs (JEPs and DDPs) implemented with foreign partners	un.	-	-	1	1	1	1	1
6	International University accreditation (institutional)		+	+	+	+	+	+	+
7	Participation in world academic rankings		+	+	+	+	+	+	+
<b>Task 1.5 Development of the University's human resources</b>									
1	The proportion of teachers who have completed at least 72 hours of advanced training	%	75	75	80	80	100	100	100



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	(courses, professional internships, seminars, trainings) over the past 3 years, out of the total number of teaching staff								
2	Percentage of senior staff who completed advanced training courses in management in higher education (out of the total number of senior staff)	%	100	100	100	100	100	100	100
3	The share of teaching as well as administrative staff who are fluent in English (out of the total number of these ones)	%	9	9	10	10	12	12	15
4	Number of teachers and staff who have completed scientific internships and advanced training abroad	per	2	6	10	15	20	25	30
5	The share of teaching and administrative staff satisfied with the University's policy (out of the total number of employees at the University), at least	%	90	90	90	90	90	90	90
<b>Task 1.6 Development of the University infrastructure and digital architecture</b>									
1	Availability of subscriptions to international and national databases and		+	+	+	+	+	+	+



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	electronic library system (ELS), access to RMEB								
2	Updating the educational literature fund in the EPs disciplines, at least	%	3	3	3	3	3	3	3
3	Availability of an electronic document management system		+	+	+	+	+	+	+
4	The presence of an information system for education management (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 information and educational resources), an extensive computer network with broadband and high-speed Internet access.		+	+	+	+	+	+	+
5	Number of computers (with accumulation)	un.	363	380	420	460	500	550	600
6	The presence of an Anti-Plagiarism computer program in order to implement the academic		+	+	+	+	+	+	+

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	integrity principles								
7	The number of specialized software systems, software	un.	11	12	12	13	13	14	15
8	Expenses for material and technical equipment	Thousand 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, not less than	%	0,8	3	3	3	3	3	3
10	Number of beds in student dormitories	un.	204	204	204	204	204	204	204
11	Opening of the 650-seat Student Palace	un.	-	-	-	-	-	-	1
12	Opening of a new sports complex (2,560 m2)	un.	-	-	-	-	-	-	1
13	Introduction of the form of education: online learning	un.	-	-	-	-	-	+	-

**STRATEGIC DIRECTION 2.  
IMPLEMENTATION OF THE THIRD MISSION**

**Purpose: Improvement of socio-cultural activities for the education of socially responsible personnel for the industries of the Western region of the Republic of Kazakhstan**

**Target indicators:**

1	Share of students' involved in organised social activities	%	9	12	17	20	23	25	30
2	The proportion of students involved in student entrepreneurship and innovation programs	%	3,5	3,5	4	4	5	5	5


**Task 2.1 Development of the third mission in the framework of social design and entrepreneurial activity**



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1	The proportion of the student government and the Youth Affairs Committee members, out of the total number of students	%	4,8	5	5,1	5,3	5,5	5,5	5,7
2	The proportion of volunteers, out of the total students' number	%	0,8	1	1,5	1,7	1,8	2	2
3	The share of participants in regional and national events, forums, Olympiads, and others, out of the total students' number	%	0,7	0,7	0,7	0,7	0,7	0,8	0,8
4	The proportion of students enrolled in sports clubs, out of the total students' number	%	2,4	2,4	2,4	2,4	2,4	2,5	2,5
5	The proportion of students employed in creative circles and interest clubs out of the total students' number	%	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 the methods of business incubation, startups, IT	%	3,5	3,5	4	4	5	5	5

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	courses, trainings, seminars, etc.								
<b>STRATEGIC DIRECTION 3. DEVELOPMENT OF UNIVERSITY SCIENCE</b>									
<b>Objective: To increase the contribution of science to the innovative development of the Western region of Kazakhstan</b>									
1	The share of teaching staff engaged in research activities, the total number of teaching staff	%	24	25	30	30	35	35	40
2	The proportion of students engaged in research activities out of the total number of students	%	10	10	12	12	15	15	20
<b>Task 3.1 Development of applied science and ecosystem of RS&amp;STD commercialization</b>									
1	Number of copyright certificates and patents (accumulated)	un.	9	9	9	10	10	11	11
2	Number of teaching staff articles published in highly rated scientific journals (with accumulation)	un.	42	42	44	44	48	48	49
3	The share of commercialized projects in the total number of applied research projects	%	6	6	6	6	6	6	6
4	The share of teaching staff (scientists) engaged in scientific activities in cooperation with business, out of the full-time teaching staff number	%	24	25	25	25	25	25	25






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5	The share of income from innovation and scientific activities from gross income	%	4	5	5	7	7	9	9
6	The number of innovative projects, the results of which have been implemented in production, and the educational process	un.	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	A faculty member with publications in international peer-reviewed scientific journals with an impact factor according to JCR (JSR) or a percentile index according to the City Score in the Scopus database	per	18	18	20	20	21	21	22
9	Total amount of grant funding	Thousand tenge	43498	68563	52653	56500	60653	62000	62000
10	Number of funded research and (or) development projects	un.	4	5	5	5	5	5	5
11	Availability of scientific and scientific-technical programs/projects on basic research/applied research on the basis of grant and (or) program-		+	+	+	+	+	+	+

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	targeted financing, and (or) commercial financing and (or) initiative research topics								
12	Income from the sale of research and development work results	Thousand tenge	21781	60082	22414	22414	22414	22414	22414
<b>Task 3.2 Development of students' research competencies through educational and project activities</b>									
1	The number of students engaged in research in scientific circles	ppl.	100	100	120	120	140	140	150
2	The number of students participating in national Olympiads, scientific competitions, etc.	ppl.	20	22	25	27	30	35	37
3	Percentage of students who have published articles in the University Bulletin, conference materials (out of the total number of students)	%	10	10	10	10	10	10	10
<b>Task 3.3 Modernization of scientific infrastructure</b>									
1	Number of commercialization offices, technology parks and business incubators	un.	1	1	1	1	1	1	1
2	Number of implementation departments	un.	2	2	2	2	2	2	2
3	The number of scientific and research laboratories (including virtual ones) for	un.	13	13	13	13	13	13	13

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	the development and implementation of fundamental and applied programs aimed at ensuring the integration of education, science and production								
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### Shortenings and abbreviations


ESG	Standards and recommendations for quality assurance in the European
HEA	Higher Education Area
JSC	autonomous non-profit organization
AF OPS SM JSC "NaTSeX"	Aktobe branch of the management System Conformity Assessment Body of the Joint-stock company "National Center for Expertise and Certification"
DB	database
HSTC	Higher Scientific and Technical Commission
HE	Higher education
IUR/IUP	intra-university rule/intra-university policy
HEI	higher education institution
GS	Graduate School
SCES	state compulsory educational standard
DI	documented information
DLT	distance learning technologies
ICT	information and communication technologies
IAT&RP	Institute for Advanced Training and Retraining of Personnel
AIS	automated information system
KazATC	Kazakh Academy of Transport and Communication
KazHACA	Kazakh Head Architectural and Construction Academy
KATRLL	Kazakhstan Association of Teachers of Russian Language and Literature
KUIRWL	Kazakh University of International Relations and World Languages
KAQM	Kazakhstan Academy of Quality Management
PRC	People's Republic of China
CQAES	Committee for Quality Assurance in Education and Science
MATRL&L	International Association of Teachers of Russian Language and Literature



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MVS	Mission-Vision-Strategy
MSHERK	Ministry of Science and Higher Education of the Republic of Kazakhstan
MESRK	Ministry of Education and Science of the Republic of Kazakhstan
NAMS	National Academy of Mining Sciences
R&DW	research and development work
NCE	National Chamber of Entrepreneurs
NQF	National qualifications framework
STC	Scientific and Technical Council
LHO	limited health opportunities
PA	public association
EP	educational program
IQF	industry qualifications framework
LEA	Legal Entities Association
Teaching staff	faculty
The RK	Republic of Kazakhstan
REMC	Republican Educational and Methodological Council
The RF	The Russian Federation
SIQA	system of internal quality assurance
the MEDIA	mass media
QMS	quality management system
SO	standard of the organization
ST RK	the standard of the Republic of Kazakhstan
USA	United States of America
EDMS	electronic document management system
LLP	limited liability partnership
EMC	Educational and Methodological Council
AC	Academic Council
FSBEI	Federal State Budgetary Educational Institution

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## GLOSSARY

**Author** (co-authors) of scientific and technical information – a person (persons) whose creative work has created scientific and technical information as a result of intellectual activity;

**Accreditation of educational organizations** – a procedure for the recognition by an accreditation body of the conformity of educational services with established standards (regulations) of accreditation in order to provide objective information about their quality and confirm the availability of effective mechanisms to improve it;

**Upgrade** – modernization, updating, improvement;

**Approbation of the scientific research results** – a type of scientific activity that consists in verifying 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 – an activity aimed at realizing the final stage of the scientific and production cycle of the development of new products or the introduction of new technology;

**External assessment of the education quality** – a procedure for licensing, national and international accreditation, ranking of educational programs, external assessment of students' academic achievements, as well as procedures for awarding qualifications to students in higher education institutions;

**Internal education quality assessment** – a quality assessment system, various self-assessment procedures for all types of educational organization activities, and assessment of students' educational achievements;

**Impact factor** (from English – impactfactor, lit. – impact coefficient) – one of the main indicators characterizing the citation of a scientific journal;

**Institutional accreditation** – 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** – the compliance of the level of knowledge of students and graduates with the requirements of the State Educational Standard and additional requirements established by the university;

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**Commercialization** of the scientific and (or) scientific and technical activities results – an activity related to the practical application of the results of scientific and (or) scientific and technical activities, including the results of intellectual activity, in order to bring new or improved goods, processes and services to the market, aimed at generating income;

**Monitoring** – a complex of dynamic observations, analytical assessment of the forecast of the state of an integrated system;

**Monitoring the education quality** – a form of organizing, collecting, storing, processing and distributing information about the activities of the pedagogical system, ensuring continuous monitoring of its state 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** – an activity aimed at obtaining and applying new knowledge, covering three types of work: fundamental scientific research, applied scientific research, exploratory scientific research;

**Scientific activity** – an 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** – 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, topographic, meteorological, etc.); exploration of minerals; collection of information on socio-economic phenomena; technical testing, standardization, metrology, quality control; advising clients on the preparation and implementation of specific projects (except conventional research and development);

**Scientific and Technical Council** – the highest permanent coordinating, 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 effective interaction of

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all segments of the university science sector and the active involvement of faculty in research activities;

**Scientific research and development** – a creative activity carried out on a systematic basis in order to increase the amount of scientific knowledge, including about man, nature and society, as well as to search for new areas of application of this knowledge;

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

**The National Education Quality Assessment system** – a set of institutional structures, procedures, forms and ways of establishing the conformity of the quality of education with the state mandatory standards of education, the needs of the individual, society and the state;

**Educational program** – a professional training program aimed at training specialists with a bachelor's or master's degree;

**Educational service** – a set of purposefully created and offered opportunities for acquiring knowledge and skills in order to meet educational needs and ensure that graduate training meets the qualification requirements established by the State Educational Standard of the Republic of Kazakhstan and other documents;

**Educational process** – the transfer and assimilation of socio-cultural experience, as well as the formation of the ability to enrich this;

**Patent** – a security document issued for registered intellectual property objects and certifying the priority, authorship and exclusive right to use these objects during the period of validity of the security document;

**Consumer** – an organization or person who receives 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 activities (hereinafter referred to as the result of intellectual activity) – inventions, utility models, industrial designs, breeding achievements, integrated circuit topologies, programs for electronic computers and databases and other results of intellectual activity obtained as a result of scientific and (or) scientific and technical activities;



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**Silver University, University of the Third Age**, – an international movement whose mission is to create favorable conditions for the successful adaptation of older people to modern life, for self-education and self-improvement, and to increase the social activity of the older generation;


**System of internal monitoring of the quality of education** – a set of organizational structures, norms and rules, diagnostic and evaluation procedures that provide a unified assessment of students' educational achievements and the effectiveness of educational programs;

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

**Stakeholder** – a natural or legal person who directly or indirectly influences the work of an organization or has certain expectations from the results of its activities;

**Educational and methodical work** – the activity of an educational organization to provide the educational process with psychological, pedagogical, didactic, methodological and educational-material objects in order to achieve its educational, educational and developmental goals;

**Educational and methodical council** – a form of collegial management of the educational and methodical work of an educational organization.

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

**Under the general editorship of O. Lygina, Rector of Baishev University.**

**The Working Group:**

S. Aipeisova	Vice-Rector for Academic Affairs
N. Kalaganova	Vice-Rector for Science and Strategic Development
S. Bukharbaev	Vice-Rector for Socio-Cultural Development
M. Amirbekova	Chief Accountant
N. Yurchenko	Director of the HR Department
N. Saitbekov	Dean of the Higher School of Natural Sciences and Humanities
M. Kaiyrgalieva	Dean of the Higher School of Socio-Technical Sciences
M. Urazgalieva	Director of the Department of Science and Innovation
A. Mukhamedyarova	Director of the Department of Strategic Development
A. Sabitaeva	Head of the Career Center
S. Zhalmagambetova	Director of the Department of Socio-Cultural Development
A. Sartabanova	Director of the Academic Department
J. Erniyazova	Director of the Department of International Communications
J. Barysheva	Head of the Registrar's office
F. Balmaganbetova	Associate Professor of the Higher School of Social and Technical Sciences
D. Zhanataeva	Chairman of the Student Parliament, 3rd year student of the Department of Education "Pedagogy and Methods of Primary Education"

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

A. Makhanova, Head of the Labor Mobility Center in Aktobe region

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A. Ungarbayev, Director of "Secondary school-Lyceum No. 17" MGI in Aktobe

A. Baymuratova, Head of the Human Capital Development Department of the Chamber of Entrepreneurs of Aktobe region

M. Kemeshev, Chief Specialist of the Youth Affairs Department of the Internal Policy Department of the Aktobe region

V. Abdullina, Senior, Investigator of the Aktobe Region Police Department, Chairman of the Employers' Council

S. Myrzakhanova, Chairman of the Baishev University Alumni Association

E. Abilkaiyrov, 2nd year Master's student in the Department of Public and Local Administration

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

The Program has passed a legal review: N. Yeltekov, Lawyer of the "Baishev University" Institution