«APPROVED»
by the Board of Directors
NJSC «Auezov South
Kazakhstan University»
(minutes 4, dated Dec 24, 2020)

STRATEGIC DEVELOPMENT PLAN
NJSC «Auezov South Kazakhstan University»
for 2021-2025 years

Shymkent 2020

Signature of the corporate secretary

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Introduction

Auezov South Kazakhstan University (hereinafter SKU) is the largest multidisciplinary university of the Republic of Kazakhstan, scientific, educational, intellectual, cultural center of the region. The university trains specialists for all sectors of the economy, science and culture of the region, the republic and the world. Auezov University is one of the brightest brands of higher education in the republic and operates in accordance with the principles of state policy in the field of science and education, innovation and youth policy, taking into account global trends in the development of higher education, which are rapidly changing.

This imposes fundamentally different requirements to modus operandi and SKU (Auezov University) is in front of another transformation into a research-type university. The University's third mission is to be an active player in the socio-economic development of the region, allows today to discuss the implementation of the business-science-innovation triple helix model. Therefore, SKU (Auezov University) positions itself as a university that plays a key role in the innovative development of the Turkestan region and implements its own strategic activities with a high degree of social responsibility.

SKU (Auezov University) strives to meet the demands of the labor market for the training of professional personnel with deep logical thinking, capable of generating progressive ideas, inventing new generation equipment and technology, and adapting to the changing conditions of the world market in the context of globalization.

Foreign experience in the development of universities indicates the need to solve the following key tasks on the way to "University 4.0":

- to transform the university in the direction of taking into account the trends of the knowledge economy: understanding the trends in the development of society and technology; updating educational programs taking into account the demands of society (in cooperation with the business community, industrial leaders - in Kazakhstan and globaly); openness of management;
- to maximize the effective implementation of the interaction between the university and the business community: the perception by the business community and the university of new roles in each other's lives; joint projects/programs/ institutional initiatives;
- the university transformation into the process of developing talents, including by integrating preparation for work in modern economic and social realities into the learning process;
- the university transformation into the center of regional and sectoral ecosystems, focusing on them tools and resources for cluster and sectoral development.

Taking into account the experience of SKU (Auezov University) in transforming into a research university, achievements in innovation and commercialization of research results, the university will focus on shaping the policy of working with intellectual property, developing the innovation ecosystem of the

university, internationalizing the university and creating an environment that stimulates academic entrepreneurship and financial stability of the university.

The concept of the State Program for the Development of Education and Science of the Republic of Kazakhstan for 2020–2025 prioritizes increasing the global competitiveness of education and science in Kazakhstan.

University 4.0 in this direction is a trend in the global educational space, which should not only be engaged in education, but also actively develop technological and business competencies, evolve a research and entrepreneurial culture.

Leading universities in the world have set themselves the task of becoming Universities 4.0 and focusing their efforts on:

- formation of a consolidated control center capable of demonstrating the system's ability to self-govern;
- expansion of relations with groups and organizations outside the university;
- diversification of funding sources;
- stimulation of research activity of university departments;
- development of a comprehensive entrepreneurial culture.

Therefore, the development of SKU (Auezov University) in the direction of the "Universities 4.0" model will ensure the achievement of the tasks facing universities in the context of the transition to the 4th technological revolution and the need to modernize public consciousness through the education of a new generation in Kazakhstan, who are aware of their creative role in the digitalization of public processes and development of the knowledge-intensive economy of the Republic of Kazakhstan.

Chapter 1. Analysis of global trends, modern trends in the higher education system

The COVID-19 pandemic has clearly shown how interconnected everything is in the world, higher education has become global.

Today, the modern challenges of the external environment, such as globalization, internationalization, intellectualization and digitalization occurring in the world economy, require the search and application of new models of growth and development. Modern trends in higher education, such as the massification of higher education and the growth in the share of the population with tertiary education, practice-oriented learning, digitalization, online education, subject-oriented knowledge transfer, internationalization, gamification, personalization, educational programs, as well as the rapid transformation of the mission of universities from knowledge sources and research to the centers of innovation and technological progress brings universities to a new level of activity.

The priorities of the SKU (Auezov University) strategy are determined by the university's desire to make the maximum contribution in response to the challenges in education.

Firstly, it is a competition between existing universities and global platforms (EdX, Coursera, Udacity, etc.).

In response, we need to create competitive educational programs, at the request of the employer.

Secondly, competition to traditional universities. Business creates corporate universities.

Answer: We will create services of centers of expertise and consulting at the university.

Thirdly, artificial intelligence absorbs professions, dictates new requirements for the competencies of people and the speed of their acquisition. The speed of updating knowledge and competencies is increasing. Specialized skills become obsolete in 2-5 years, that is, faster than the average program of higher professional education lasts.

Answer: We need to prepare technologically advanced graduates with an entrepreneurial mindset, ready to create their own startups.

Fourthly, the focus of educational programs is shifting from pupils and students towards a mature audience.

Answer: We will create new programs for students of different ages, for example, universities for the "Silver Generation".

Fifth, the information challenge.

In response, we must master new information technologies, use distance education, online learning, master cloud technologies and planetary thinking. Digital technologies are changing the way content is delivered, and the content itself and the educational environment. The global online education market is predicted to grow +7% per year, the market size by 2025 will be about 280 billion dollars. The e-

commerce market is growing at 14% per year, and the volume of digital data is growing at 25% per year.

While tertiary enrollment worldwide is on a growth trajectory, most of this growth is occurring in middle-income countries, with a more stagnant trend in high-income countries. This can be partly attributed to factors such as the increase in the number of English-taught academic programs throughout Europe; developing countries investing in the best educational resources and international student movements.

An analysis of UNESCO statistics shows that by 2030, 75% of STEM graduates in the world will be concentrated in the BRICS countries - Brazil, Russia, India, China and South Africa, compared with 8% in the US and 4% in Europe, and the number of students receiving higher education, will increase by almost 120 million people, of which 2.3 million will be internationally mobile. This represents a potential change of 51% in terms of increased numbers of international students.

In 2030, 15 high-income countries will have a total of 4.3 million more students over the age of 24. Universities will have to share resources and be more creative in the use of new technologies such as (massive open online courses), using them globally but evaluating them locally. This will require more creativity in the design of curricula and programs.

Consequently, the current educational model at SKU (Auezov University) will be able to respond to these challenges only if it undergoes significant modernization.

At the same time, modern trends in education are accelerating.

Trends in the higher education system

COVID-19 will leave an indelible mark on the global economy. Remote work will become more common. The pandemic crisis has accelerated the pace of digital transformation, which has led to further expansion of e-commerce and an increase in the adoption of telemedicine, video conferencing, online learning and financial technology.

Online education

Online education is the greatest discovery in the field of higher education. According to the results of the ClassCentral study in 2016, educational platforms were represented by more than 700 universities, 6850 courses, and 58 million students were trained on them. According to College Data, the average university has between 5,000 and 15,000-20,000 students, Coursera has 23 million students, EdX has 10 million, and Xuetang X (the first non-English platform ranked in the top 5 MEPs in the world) has 6 million, Future Learn - 5.3 million, Udacity - 4 million. It is absolutely useless for universities to compete with the MOOC. Online learning gives a sense of freedom and control over the process of one's development, which is one of the key motivators in obtaining the desired result. That is why universities should include in the educational process the possibility of integrating MOOC with the curriculum.

Removal from traditional domain-specific translation of knowledge

Communication, critical thinking and strategic teamwork are becoming central to the new education. Students from the first year of study are involved in the

implementation of various design work, open platforms are created at universities for the development of technological start-ups. Universities are increasingly implementing Co-op programs, the essence of which is to combine study and work. These programs solve many problems: the practical use of the theoretical knowledge gained, the development of job search and finding skills, partial coverage of the financial costs of training.

Mobile learning

Mobile learning is mainstream in e-learning trends. Adapting courses for mobile devices is a great solution for students who combine work and study at the same time. After all, such training makes it possible to study at a convenient time for yourself and not be depended on a place.

Educational programs

Development of educational programs (EP) is one of the important areas of the educational process in the context of the implementation of new trends at the university. Re-design of the EP, which provides for serious changes in the content and structure of the EP with the aim of a qualitative transformation in approaches to the design of the EP; EP development taking into account the requirements of professional standards and employers' requests. All this would improve the quality of education and its results, which would determine the model of the graduate and his competence.

Collaboration at the global level

One of the key features of a world-class university is its ability to cooperate in the global market. The massization and client orientation of higher education has led to serious competition among universities, and the globalization of education has become the basis for the formation of strategic alliances between several universities from different countries. Many universities enter into cooperation not only with foreign higher education institutions (for example, an interdisciplinary research project of the University of Copenhagen and representatives from Germany, China, the USA and Denmark on molecular prediction of cancer risk and progression or a memorandum of understanding on research cooperation between National Research University Higher School of Economics and Seoul National University), but also find partners within the country. This is the country alliance is a committee on institutional cooperation, including 12 research universities in the US Midwest (University of Chicago; University of Illinois; Indiana University; University of Iowa; University of Michigan; Michigan State University; University of Minnesota; North western University; Ohio State University; Pennsylvania State University; Purdue University; University of Wisconsin-Madison).

Lifelong learning is the foundation of higher education

Countries seeking to build a knowledge-intensive society and a competitive economy are like Starbucks with Arizona State University in developing online courses for their employees. AT&T and Udacity have created a "nano-degree": a short, focused course that builds a set of knowledge and skills required for entry-level positions, in essence, deals with the need to constantly update the knowledge of the

population, improve the skills of employees, and expand opportunities for professional development.

Chapter 2. Analysis of the current situation

The main achievements of M. Auezov South Kazakhstan University over the past five years are presented in the following indicators:

Since 2015, the university has been implementing the Transformation Strategy into a research and entrepreneurial university that plays a leading role in the innovative development of the region.

In 2020, SKU entered the TOP 450+ of the world ranking of the best universities in the QS World University Rankings, having improved its positions in all indicators of the international ranking and taking 490th position (3rd place among Kazakhstan universities). The university has moved up 123 positions since 2016 from 613 in 2016 to 490 in 2020.

In 2020, according to the EECA (Emerging Europe & Central Asia) international rating, SKU took 124th place among the 350 best universities in 30 countries in Europe and Central Asia.

In the Webometrics Ranking of World Universities (January 2020) - 9th place among Kazakhstan universities.

In the international ranking ARES (Academic Ranking of World Universities-European Standard), which is conducted by the European Scientific and Industrial Chamber, Auezov South Kazakhstan University entered the highest category (category A, subcategory A+).

In recent years, SKU has been ranked 3rd among multidisciplinary universities in the National ranking of universities in Kazakhstan.

In the National Ranking of Educational Programs conducted by IQAA, the number of programs included in the top three increased from 46 in 2015 to 84 in 2019, that is, 77% of the programs participating in the rating entered the TOP-3 prizes. 34 programs took 1st place in the ranking of IQAA educational programs.

The university has implemented the principles of corporate governance based on collegial responsibility, trust and openness. Since 2014, the Supervisory Board has been functioning (composition - 9 people), represented by government bodies, regional businesses, the Academic Council, the Rectorate. All principles of corporate governance are observed: centralization, accountability, openness.

As part of the transfer of the Nazarbayev University experience, 5 faculties were transformed into higher schools with the transfer of scientific institutes and centers to their structure. The university has industry councils, whose powers include the establishment of professional competencies, learning trajectories, the definition of scientific research priorities, and the coordination of topics for course and diploma projects.

SKU NAMED M. AUEZOV IN THE RANKING OF THE BEST UNIVERSITIES IN THE WORLD (QS WORLD UNIVERSITY RANKINGS)

Places of Kazakh universities in the QS World University Rankings for the last 4 years

№	Universities	Place 2017	Place 2018	Place 2019	Place 2020
1	Kazakh National University named after Al-Farabi	1	1	1	1
2	Eurasian National University. L. N. Gumilyova	2	2	2	2
3	South Kazakhstan State University M. Auezov	5	4	3	3
4	Satpayev University (KazNITU)	3	3	5	4
5	Kazakh National Agrarian University		7	6	5
6	Abai Kazakh National Pedagogical University	4	4	5	6
7	Kazakh-British Technical University	7	8	7	7
8	KIMEP University				8
9	Karaganda State Technical University		9	9	9
10	Kazakh Ablai Khan University of International Relations and World Languages	8	10	10	10

There is a practice of public reports to the population, the rector forms the tradition of regular speeches to the society.

The University annually attracts an independent external audit, the results of which are published.

In 2020, a new system for evaluating the performance of managers based on KPI was introduced, which allows you to determine the effectiveness of the deans and heads of departments.

The personnel and scientific potential of the university has noticeably strengthened. In 2015-2020, six dissertation councils for the PhD degree were created and are functioning. At present, the total number of full-time teachers is 1310 people, including 87 doctors of sciences, 124 PhDs, and 450 candidates of sciences.

In 2015-2020, more than 1700 teachers completed advanced training courses, of which about 300 people trained abroad.

The university trains specialists for all sectors of the economy, science and culture of the region, the republic and the world. The university is one of the brightest brands of higher education in the republic.

The contingent of students is 24247 people, including 22934 undergraduate students, 1171 masters, 142 doctoral students (including 8777 people under the state order, respectively). The share of foreign students is 13,6% of the total student body.

In Auezov SKU, according to the new classifier of the areas of training of personnel with higher and postgraduate education (order of the Ministry of Education and Science of the Republic of Kazakhstan №569 dated October 13, 2018), out of 57 areas of training, 34 areas of bachelor's degree, 24 areas of master's degree, 13 areas

of doctoral studies are conducted, with coverage 65 groups of undergraduate educational programs, 49 - master's and 16 - doctoral studies.

The quality of educational programs of SKU is confirmed by accreditation in the agencies included in the register. Currently, the university has accredited 152 educational programs, of which: 81 - bachelor's degree, 57 - master's degree, 14 - doctoral studies. In 2020, 8 educational programs were accredited by the international agency ASIIN (Germany), 10 programs - by IQAA.

In 2019-2020, the university developed and introduced into the Register of educational programs of the Ministry of Education and Science of the Republic of Kazakhstan - 332 educational programs: 155 - bachelor's degree, 154 - master's degree, 23 - doctoral studies.

In 2018, the university successfully passed institutional accreditation at IQAA.

The teaching staff of the university is systematically working to improve the teaching process and develop innovative teaching methods. In 2019, 162 advanced pedagogical practices were introduced (case studies, business games, project tasks).

In accordance with the task of improving the quality of the educational process, modulation of 100% of educational programs was carried out, based on a competency-based approach. The content of educational programs is harmonized with the National Qualification System, Dublin Descriptors, European Qualifications Framework. The practice of coordinating educational programs with employers has been introduced.

In order to integrate education and the labor market, the university has created more than 192 educational, scientific and industrial complexes based on leading enterprises and organizations. In 2015-2020, the number of these complexes increased by 1,2 times. The number of practice bases increased by 25,7%. As part of the development of practice-oriented education, dual education has been organized at the university. Currently, 30 educational programs are being implemented according to the dual training system at the enterprises of Shymkent.

As part of the development of practice-oriented education, dual education has been organized at the university since 2015: 6 educational programs are implemented in a dual form of education in the Industrial Zone of Shymkent. Close ties with employers have increased the demand for graduates. The employment of graduates in the first year after graduation in 2020 was 84,5%.

In 2015-2020, the university organized the training of specialists in English. 10 educational programs are implemented in English.

In order to form entrepreneurial skills, the discipline "Entrepreneurship" was introduced.

The university conducts active educational and methodological work.

The total fund of the library is 2,5 million copies, including the fund of educational and methodical literature – 1,78 million copies (71%).

Every year the university publishes more than 1200 titles of educational and methodical literature. The university has access to 12 global and domestic databases: Springer L Ink, Scopus, Plenipotentiary, Thomson Reuters ISI Web of Knowledge, Science Direct, IPR-books, East View, EBSCO, Kaz Patent", "Epigraph", "Zan",

“RMEB”, digitized 2204 textbooks and teaching aids, created 6 full-text databases of our own generation.

Since 2015, SKU has been implementing educational programs to train personnel for SPIID-2 enterprises. The university has developed 23 educational master's programs with the involvement of employers and foreign partner universities. Educational programs on SPIID have passed a successful international examination in the European Chemical Thematic Network, with the issuance of the Euromaster sign.

The university is active in the internationalization of education and research. Currently, there are 158 contracts and agreements with 25 countries of near and far abroad. The university has such foreign centers as the French Alliance, the Korean Educational Center Sejong, the Newton-Al-Farabi Center for Professional Development and Interaction, and since 2016, a joint Center for the Study of Kazakhstan has been operating on the basis of the Dalian University of Foreign Languages. The university has 29 strategic partner universities.

The University is a member of 5 Consortia of universities and 15 international organizations. In partnership with leading foreign universities, included in the TOP - 700 world rankings, 26 joint educational programs are being implemented with the issuance of 2 diplomas.

Academic mobility at the university is implemented through internal (incoming, outgoing), external (incoming, outgoing), Summer schools, international internships and practice.

In the 2019-2020 academic year, the total number of those who took part in academic mobility is 55 people (outgoing - 27, incoming - 28). As part of external academic mobility in 2019, 74 students were sent to foreign partner universities, of which: at the expense of the republican budget - 21 students; 44 students at their own expense; at the expense of the Erasmus + program 7 people (bachelor-2, master-3, PhD-2); at the expense of non-budgetary funds of the university - 1 student; scholarship program of South Korea-1.

Academic mobility of teaching staff and official visits

The mobility of teachers in the university is carried out in the following areas: scientific internships of teaching staff within the framework of grant programs, internships "The Best Teacher" and scientific projects; advanced training / internships for teaching staff; within the international programs Erasmus+, Techwomen, Capstone and others; participation in international conferences and symposiums; for the purpose of lecturing and conducting scientific consultations as part of the exchange of experience. In 2019, the number of teaching staff and employees who left abroad was 55 people, the number of teaching staff and employees who arrived was 25.

In the logic of transformations and achievement of the mission of the university, the sphere of science occupies a special place. The significance of science at the university is determined not only by its theoretical achievements and practical applications, but also by its direct involvement in the main process of the university. Understanding the priority of scientific activity made it possible to develop the

concept and implementation of policy in university science, to concentrate material and intellectual resources to achieve specific results, to create a structure for financing and supporting scientific research.

In order to intensify research and innovation activities at the university, the first stage of modernization of science management was carried out. The activities of 2 research institutes, 14 research laboratories and 8 research centers, as well as two accredited Regional laboratories of an engineering profile, have been organized.

The university in 2015-2019 radically changed the infrastructure of science and increased the level of participation in state-funded targeted programs and grant projects.

So, in 2019-2020, 47 projects worth 1 billion 116 million tenge were carried out on program-targeted and grant financing of scientific research, initiative contractual research work, commercialization of the results of scientific and scientific and technical activities. 2 scientific projects are being implemented for grant financing of young scientists in the amount of 136 million 540 thousand tenge for 3 years.

To carry out research work over the years of project implementation, 19 scientists were involved in 12 projects from Russia, Belarus, Ukraine and Uzbekistan.

312 performers were involved in the implementation of scientific and scientific and technical projects and programs, of which: doctors of science - 47, doctors of PhD - 16, candidates of science - 93, doctoral students -12, masters of science -49, undergraduates -26, students - 24, performers without a degree -24, performers from production -21.

There is a growing interest in the university from the international scientific community. In 2019, the university held more than 40 international and regional conferences, round tables, scientific seminars at various venues with the participation of scientists from near and far abroad, representatives of government and business structures.

The University has ensured the development of publication activity and the development of its own scientific publications to bring them to the international level. Over the past 5 years, the number of articles published in publications included in the Scopus and Thomson Reuters database with a general Q1-Q4 has increased 6 times: from 38 in 2015 to 234 in 2020. The average citation rate per university per 1 teaching staff is 0,10.

According to the results of scientific research, more than 5,000 articles were published in 2019 alone: 136 of them were articles in journals included in the Scopus database, in journals included in the Clarivate Analytics-98 database. During the implementation of scientific activities, 606 titles of protection were obtained, including 190 Kazakh patents and copyright certificates, 3 international patents, 1 international patent. 57 monographs, 268 textbooks and teaching aids have been published in Kazakhstan and foreign publishing houses.

The university publishes 3 scientific journals, including the English-language journal “Industrial Technologies and Engineering”, which has a citation index of 3,05 in the Systematic Impact Factor database.

The university is building a model of an entrepreneurial university and increasing the level of integration of science and education, so ensuring the interaction of scientists with students is one of the priority areas of work. There are 96 scientific circles, 12 scientific student societies, 3 student design bureaus and 4 student technology bureaus at the university. The share of students involved in research in 2020 was 23%. There is a student business incubator. The university has created all conditions for the development of student entrepreneurial initiatives. Work on creation of start-ups has been activated. In 2019, 4 student startups were implemented in the amount of 9380000 tenge.

The University actively carries out activities to create its own small and medium-sized industries. For these purposes, a commercial structure has been created in the form of an LLP, established by the university in accordance with the legislation of the Republic of Kazakhstan. To form the authorized capital of the LLP, the university contributed intellectual property rights in the form of 9 innovative patents for a total of 93 million tenge in the form of intangible assets. LLP has licenses and permits for 9 types of business activities.

Work is underway to create and launch our own small industries. Commercialization and incubation of 5 projects were carried out, which were transferred to the business environment.

The university began to work on the principle of Silicon Valley, providing open access to manufacturers, entrepreneurs and investors and is open to testing new ideas, obtaining prototypes of innovative products.

The system of educational work in SKU (Auezov University) is aimed at the formation of professional, social, intellectual, moral, creative qualities of a person and a healthy lifestyle.

Student self-government functions at the university, comprehensive support is provided to youth initiatives, and the work of curators is being improved. As members of the Academic Council, the administration, the Council for the Prevention of Crimes, students actively participate in the affairs of the university, demonstrating their civic maturity.

Student youth of the university actively participates in the processes of implementing the state youth policy of Kazakhstan, being members of youth associations: the Alliance of Students of Kazakhstan, the Youth Wing "Zhas Otan", the Student Council, the Student Club "Dostyk", the Debate Center "Aqiqat", the Club of Young Poets "Zhas akyndar".

Public student organizations of the university annually hold about 200 events in various directions, such as: the action “I am a DONOR” in the regional blood center, the political camp “Zhastar-Otanga”, the action “We are against drug addiction”, the training seminar “I study at SKU! » Dedication of first-year students, “Book Exchange Day”, regional competition “Til – khalyk kazynasy”, seminar-training “I am a Leader” in Dendropark, action “Nicotine NO, Vitamin YES”, “Dombyra PARTY”, “Guitar PARTY”, cultural competitions Altyn dauys”, “Bozbala men boyzhetken”, “Student Spring”, “Talent Show” and sports events in various sports among students and public organizations of the university.

In the course of the implementation of the National idea “Mangilik El”, and in order to implement the main tasks of the program article of N. Nazarbayev “Looking into the future: modernization of public consciousness”, the University Youth Center occupies a special place.

In order to clarify the program article “Looking into the future: modernization of public consciousness”, the Address of the President N. Nazarbayev to the people of Kazakhstan, the program of the New Kazakhstan patriotism of the Patriot Act “Mangilik El” by the Department of educational work and youth policy and subdivisions of the department in all hostels on an ongoing basis were organized meetings with law enforcement officers, with medical workers, with specialists from the Department of Religious Affairs, psychological training and cultural events.

SKU (Auezov University) has 16 academic buildings, 6 dormitories, 17 canteens and cafeterias. The total area of educational buildings is 121159 square meters. Classrooms in educational buildings are equipped with interactive whiteboards and video projectors, all buildings are provided with free Wi-Fi connection.

A park of computer and interactive equipment has been created, an animation database has been purchased, a recording studio has been opened that records online lectures.

All university computers are connected to a local network and connected to the Internet.

There is a coworking center Green Metrix.

Laboratories are equipped with modern equipment.

The university has embarked on the formation of a Green University model.

To this end:

- Used ultrasonic meters to save water and wastewater. The accuracy of the meter is 0,1 l/pulse.
- To save electricity, electronic meters and LED lamps are installed. The accuracy of the meter is 0,2 – 0,5%, and compensating devices are installed to improve the quality of electricity.
- To save thermal energy, electromagnetic heat meters were installed. Counter accuracy - 4%.

As part of the PPP, the construction of 2 new hostels has begun with the involvement of two private investors (for 400 and 500 people). There is a hostel for foreign students.

On the basis of the university, events are held at the international, republican and regional levels to discuss issues of educational, scientific activities and youth policy.

SWOT-analysis of the activity of Auezov SKU

- *S (strength)*	- *W (weakness)*
• reputation in society in the region, country (3rd place in national rankings), 490th place in QS World University Rankings); • established scientific schools; • implementation of educational programs in English, double diploma; • developed international relations; • availability of international educational and cultural centers, foreign representative offices; • strong stakeholders in the region; • development of dual education.	• insufficient development of HR management; • obsolescence of frames; • digitalization processes at the university are not sufficiently developed; • low share of commercialization; • weak marketing strategy; • weak activity of the University Alumni Association; • absence of an endowment fund; • lack of fundraising.
- O(opportunity)	***- T (Threat)***
• growing demand for new areas of training; • development of educational programs according to the Atlas of new professions; • partnership with business and enterprises; • creation of an ecosystem of entrepreneurship in the region; • creation of a regional center of competence and consulting; • expansion of the geography of foreign applicants (Mongolia, Kyrgyzstan, Russia, Turkey, etc.); • creation of student entrepreneurship (business incubators and start-ups).	• entry of foreign universities to the Kazakhstan market and the active policy of competitors; • brain drain (Braindrain); • competition from online platforms; • unstable geopolitical and economic situation in the world.

Section 3. Mission, Vision and Values

MISSION: We are aimed at generating new competencies, preparing a leader who translates research thinking and culture.

VISION: Auezov SKU (Auezov University) in 2025 - a successful research university is a driver of economic growth and development of the country.

Auezov University 2025 – university:

- providing a balance between fundamental knowledge and practical competencies;
- focused on the requirements of employers and professional communities;
- generating new knowledge and providing transfer of technologies, knowledge and commercialization of research results;
- with own manufactures within which production is carried out;
- recognized by the world educational community;
- forming a high level of civic consciousness and patriotism;
- with developed resources and a modern campus;
- possessing financial stability and autonomy.

VALUES:

- **OPENNESS - Auezov University is open to change, innovation and collaboration.**
- **CREATIVITY – Auezov University generates ideas, develops them and turns them into values.**
- **ACADEMIC FREEDOM –Auezov University is free to choose, develop and act.**
- **PARTNERSHIP - Auezov University creates trust and support in relationships where everyone wins.**
- **SOCIAL RESPONSIBILITY - Auezov University is ready to fulfill obligations, make decisions and be responsible for their results.**

Section 4. Priority areas, goals and objectives

Priority area 1. Academic development and provision of quality training

Goal: Preparation of competitive graduates who meet the needs of the internal and external labor market

Task 1.1 Redesign of educational programs

The implementation of this task will be achieved through the harmonization of the content of educational programs in accordance with similar programs of foreign partner universities, bringing educational programs in line with the requirements of European and National qualification systems.

Social partners, professional associations and employers will be widely involved in the development and implementation of educational programs. Innovative, double-degree educational programs will be developed that meet the requirements of the labor market.

A high level of practice-oriented programs will be ensured through the creation of branches of departments at specialized enterprises. Contracts will be concluded with enterprises for the passage of professional practices with subsequent employment.

From 2022, the implementation of additional educational programs in priority sectors of the economy (like major and minor) and educational programs of applied bachelor's degree will begin.

By 2025, new dual educational programs will be developed in the field of construction and technology of building materials, in the field of education, in the field of services.

Distance learning programs will be developed for citizens from target countries (Russian Federation, Uzbekistan, Turkmenistan, Kyrgyzstan, Tajikistan).

By 2025, 1 educational program for inclusive education will be developed.

By 2025, all educational programs of undergraduate, graduate and doctoral studies will be accredited by agencies that are full members of international networks for ensuring the quality of education and are included in the register of the authorized body in the field of education.

The criteria for the quality of educational programs will be the presence of modern professional and IT competencies among graduates, the availability of practical work skills, decision-making and the ability to create their own business.

In order to identify directions for the further development of the educational programs of the University, regular surveys of employers and alumni.

Task 1.2 Development of additional education

A Center for Academic Excellence will be established to develop and implement training courses for corporate clients and advanced training courses for third parties. Part of the advanced training programs and additional training courses will be implemented online through the edX educational platform.

Conditions will be created for professional and active longevity, improving the quality of life and social activity of older citizens. By 2025, 5 training programs will be developed according to the Silver University model for the adult generation.

To ensure the practice-oriented educational process in SKU, programs for teachers have been developed, which will be implemented at the following levels:

- at the level of advanced training (implementation of advanced training programs aimed at improving the quality of teaching, as well as mastering new methods for implementing the educational process);
- at the level of business courses and field events (implementation of business trainings initiated by representatives of the labor market);
- at the level (including international) of internships (regular organization of internships for teachers, the content of which is related to the profile orientation of pedagogical activity).

Certified thematic advanced training courses for teachers of educational institutions, employees of small and medium-sized businesses will be developed.

A marketing and promotion strategy for additional education programs will be developed to cover the regions of the Republic of Kazakhstan and other countries.

The introduction of additional educational courses will ensure the retraining of released labor resources and the financial stability of the university.

Task 1.3 Renovation of didactic materials and content

An important priority in academic activities will be the development of didactic materials and digital content, including video lectures, virtual labs and practical video assignments, electronic textbooks, massive online open courses (MOOCs).

40 MOOCs will be developed in the fields of chemistry and chemical engineering, biology and biotechnology, mechanics and mechanical engineering, IT technologies, history, foreign languages, and economics.

Massive online open courses will be hosted on our own edX online platform, as well as integrated into the edX open online platform of the Consortium of Kazakhstan Universities (Al-Farabi KazNU).

Special attention will be paid to providing the educational process of the university with educational, methodological and scientific literature, as well as the integration of new technologies as they appear. Unique textbooks and teaching aids developed by the teaching staff of the university will be published. Electronic educational resources, educational and methodical complexes and other educational and methodical materials will be developed. Advanced domestic and foreign educational and methodological support will be purchased, including educational literature and electronic educational resources. Access to world educational electronic resources will be provided. Software and software and hardware complexes for modeling processes, systems and equipment will be purchased and introduced into the educational process, transferring laboratory workshops and practical exercises to new teaching technologies, which will significantly improve the quality of education.

The Prometheus platform will receive additional development for organizing distance learning.

Approaches to the organization of independent work of students based on the effective use of digital technologies will be qualitatively improved. To this end, the volume of electronic databases will be significantly increased. By 2022, 100% of disciplines will be provided with electronic resources.

Since 2023, blended learning will be introduced and project-based learning will be expanded. 3D technologies will be developed and introduced into the educational process.

The university, in the context of the coronavirus pandemic, began active cooperation with a strategic partner, the EdCrunch University Center for New Educational Technologies of MISIS University of Science and Tehnologies, within the framework of which it is planned to use online courses as additional material when studying the disciplines of the variable component of educational programs; expanding interaction in the implementation of network educational programs using online courses; implementation of a digital portfolio of a student to confirm a set of his unique competencies and achievements.

Thus, the university will be able to modernize educational programs using e-learning and online courses for their attractiveness in the education market.

Task 1.4 Formation of a high-quality contingent of students

The strategy in the applicant market is aimed at increasing the share of international students while simultaneously selecting talented and ambitious applicants who, as expected, will become sought-after specialists and carriers of the brand of a successful university in the future. The objectives of the marketing strategy in this direction:

- attracting talented applicants;
- creation of an intercultural and interethnic learning environment (the share of foreign students is 15%);
- increase in the share of undergraduates and doctoral students up to 10%;
- implementation of joint educational programs with the involvement of large corporations;
- implementation of the "vacuum cleaner" model for initiative and practice-oriented students from universities in the region, providing them with unique opportunities to implement their own projects and ideas.

To this end, a network of agents will be created at the university to attract applicants and students from the regions of Kazakhstan and from abroad. A network of contacts will be developed, including with the involvement of the alumni association, active work will be carried out in social networks and through international recruiting agencies.

Risks:

1. Lack of a contingent for some EPs.
2. Insufficient knowledge of English by students.

3. Insufficient number of teaching staff with international certificates in English.
4. Reducing the share of accredited educational programs due to the rise in the cost of services for the accreditation procedure.
5. Decrease in the rate of employment due to economic crises, pandemics and other force majeure.
6. Increase in the number of additional education centers.
7. Low motivation of employees of small and medium-sized businesses to improve their professional competencies.
8. Moral obsolescence of discipline content; failure to implement new innovative technologies, lack of developed mechanisms for assessing the effectiveness of the implementation and use of innovative developments.

Priority 2: Development a research and entrepreneurial ecosystem

Purpose: Reorientation of university science towards innovative activity with the creation of a research and entrepreneurial ecosystem and the formation of new principles for the functioning of university science. Achieving world-class scientific results and introducing breakthrough innovations in economic activity.

In the logic of transformations and achievement of the mission of the university, the sphere of science occupies a special place. The significance of science at the university is determined not only by its theoretical achievements and practical applications, but also directly included in the main innovation ecosystem of the university. Understanding the priority of scientific activity makes it possible to develop the concept and implementation of policy in university science, to concentrate material and intellectual resources to achieve specific results, to create a structure for financing and supporting scientific research.

The Strategy defines the following priority areas for the development of science, providing for obtaining results at the **international level:**

- chemical technology of complex processing of mineral and technogenic raw materials. Nanotechnology and nanomaterials;
- industrial, food and agricultural biotechnology;
- modern technologies of building materials and construction.

Priority directions of science development, providing for obtaining results at the **national and regional level:**

- development of the agro-industrial complex. Technology of storage, processing of agricultural products;
- theoretical and applied issues of physical and mathematical sciences, mechanics. IT-technologies and automation of production;
- technique and technology of textile and light industry;
- problems of energy and resource saving, water resources. Renewable energy sources;

-assessment of the growth potential of the Kazakhstan economy and increasing the competitiveness of the regions;

- problems of continuous regional education, ethnopedagogy, psychology;
- problems of ecology and environmental protection, life safety;
- problems of theory, methodology of literature, linguistics, bibliography;
- international politics, improvement of the legal system.

Directions of research work of Auezov SKU are determined in accordance with the potential of the university, as a multidisciplinary regional university, in priority areas for the development of science, determined by the Government of the Republic of Kazakhstan, as well as the needs of the Turkestan region and Shymkent.

The key goal in the field of scientific activity for the period up to 2025 is the transformation of NJSC “Auezov SKU” to a world-class research university and the creation of an innovative research and entrepreneurial ecosystem, where breakthrough scientific areas of global character and global significance will be developed, where creative-thinking specialists capable of generating advanced ideas will be trained and intellectual capital will be multiplied for innovative the country's economy.

Transformation of Auezov SKU to a world-class research university and the creation of a new innovative research ecosystem at the university requires the intensification and development of research activities, staffing priority development areas and fundamental changes in the infrastructure support of the university's scientific and educational activities.

As part of the transformation of the university into a research university, a research center for collective use will be created, where modern research laboratories will be opened.

Task 2.1 Creation of conditions for the formation of research, entrepreneurial and professional competence of teaching staff, scientists, doctoral students, undergraduates and bachelors of the university

In order to intensify research and innovation activities at the university, a phased modernization of science management will be carried out and a flexible and open organizational structure of scientific departments will be created by the type of a research university, as well as conditions will be created for the formation of entrepreneurial, research and professional competencies of teaching staff, scientists, doctoral students, undergraduates and bachelors university.

Measures will be taken to attract interest in the university from the international scientific community at various venues, organizing and participating in international and regional conferences, round tables, scientific seminars with the participation of scientists from near and far abroad, representatives of government and business structures.

International, national and regional scientific and research and production clusters will be created and developed. A global center of excellence will be created and scientific platforms will be formed in priority areas of fundamental and applied research. University science will be integrated into the world scientific space,

scientific ties with leading scientific centers of the near and far abroad will be expanded and strengthened.

Regional leadership and maintaining the level of a backbone university in the field of science and new technologies, in the development of the regional economy will be ensured.

Conditions will be attracted and created for self-realization in the field of science for talented people, young scientists, undergraduates and students. Scientists from leading scientific centers, research institutes and universities of far and near abroad will be attracted to carry out research work on the basis of cooperation agreements.

The university is building a model of a research university and increasing the level of integration of science and education, so ensuring the interaction of scientists with students is one of the priority areas of work. In this regard, the university will continue the work of scientific circles, scientific student societies, student design bureaus, student technology bureaus and a student business incubator. The university will create all conditions for the development of student entrepreneurial initiatives and intensify work on the creation of start-ups.

Based on the innovation structure existing at the university, a single innovation ecosystem will be formed, which includes an entrepreneurship center, small innovative enterprises, a business incubator, a center for commercializing the results of scientific and scientific and technical activities.

The revamped Center for Entrepreneurship will strengthen partnerships between business and technology by combining cutting-edge research in priority areas of science with best entrepreneurial experience and practice. The Center for Entrepreneurship will be a place where business and technology meet, new concepts and new products are realized, ideas are turned into innovative products, and a network of successful university spinoffs is built. The Center for Entrepreneurship will promote entrepreneurship in the university and society.

Small innovative enterprises that are being created will become a kind of addition to the traditional (existing) innovation and research system. Significantly losing out to production and industrial complexes, corporations, partnerships, resource support organizations, these enterprises in the field of scientific and technological progress will win in the possibility of maximizing the creative potential and initiatives of scientific and technical workers.

To support the innovative enterprises that are being created, the existing infrastructure of the university will be used, such as an entrepreneurship center, scientific and educational centers, a business incubator, and a commercialization center.

According to the orders of the country's enterprises and the leading territorial production clusters of the Turkestan region and Shymkent, including the key strategic partners of the university, scientific research, experimental design and development work, engineering and technological consulting will be carried out.

The system of commercialization of research and development results, the system of intellectual property management will be improved.

Task 2.2 Modernization of scientific infrastructure. Equipping with digital infrastructure and modern scientific and technical base

The university needs to radically change the infrastructure of science and increase the level of participation not only in state-funded targeted programs and grant projects, but also in initiative contractual research work, commercialization of the results of scientific and scientific and technical activities.

In this regard, the scientific infrastructure will be modernized and equipped with a digital infrastructure and a modern scientific and technical base.

Organized and developed the activities of research institutes (RI), research laboratories (RL) and scientific centers.

The number of modern research laboratories in breakthrough scientific areas will increase, including the share of accredited and certified scientific laboratories.

Within the framework of the Research Center being created, the following research laboratories for collective use will be organized:

1. Research laboratory "Science-intensive technologies";
2. Research laboratory "Actual problems of bioresources and food safety";
3. Research laboratory "New petrochemical processes and complex processing of hydrocarbon raw materials";
4. Research Laboratory "Modern Structural Materials";
5. Research laboratory "Smart Lab".

Thus, for the scientific and educational centers created as part of the Development Strategy, the scientific infrastructure will be modernized to consolidate scientists to create new scientific developments and products that will stimulate the country's economy and bring great benefits to society and the university.

Task 2.3 Reorientation of university science towards research and innovation activities of an entrepreneurial type and the formation of new principles for the functioning of university science. Creation of a research ecosystem

The volumes of implementation of fundamental and applied research, research and development projects and programs, including grant financing of projects and programs, will increase.

An innovative ecosystem will be developed on the basis of the university, including the development of an entrepreneurship education system. The brand of the entrepreneurial university has been formed as a leader in science, innovation and education.

Conditions have been created for technology transfer and innovation, promotion of ideas, practices, know-how, technical knowledge, intellectual property

The University will actively carry out activities to create its own small and medium-sized industries. For these purposes, structures will be created in the form of an LLP, the founder of which, in accordance with the legislation of the Republic of Kazakhstan, will be the university. Their authorized capital will be formed and the directions of their entrepreneurial activity will be expanded. The number of small industries created on the material and technical base of the university and new open jobs will increase.

The system for implementing the results of scientific research will be developed and an innovative belt of engineering and innovative small enterprises will be created. Projects will be developed and implemented to create and equip, together with enterprises, 6 small innovative enterprises that provide engineering and service services, which will lead to an increase in the number of jobs in small innovative enterprises, as well as the number of students participating in research and development work.

A system for implementing the results of research activities will be developed, including a technology park, centers for technology transfer and intellectual property protection, and a business incubator.

The infrastructure of the university divisions will be developed - the university student business incubator and the technopark, within which students and teachers will be able to implement their entrepreneurial initiatives in the field of high technologies. Using the resources of the strategy, the business incubator and the technopark will create all the necessary services to ensure the successful formation and development of small innovative enterprises.

The volumes of commercialized projects based on the results of scientific and scientific and technical activities will increase.

Commercialization and incubation of projects will be carried out, which will be transferred to the business environment. The system of incubation of small innovative enterprises with the participation of the university will be developed.

The University will work on the principle of Silicon Valley, providing open access to manufacturers, entrepreneurs and investors and is open to testing new ideas, obtaining prototypes of innovative products.

An entrepreneurial ecosystem will be formed to attract talents, reproduce scientists, entrepreneurs of a new formation.

The volume of attracting investments in the scientific activities of the university and the proportion of foreign scientists, researchers invited to carry out joint research will increase.

The reorientation of university science to innovative activity of the entrepreneurial type has been carried out, and new principles for the functioning of university science will be formed.

Scientific teams (schools) of researchers have been formed in priority areas of domestic science and breakthrough developments, as well as the development of a university system of motivation and stimulation of scientists and grant support for young scientists (undergraduates and doctoral students).

Task 2.4. Increasing the publication activity of teaching staff, scientists, doctoral students, undergraduates and bachelors of the university

The university will ensure the development of the publication activity of the teaching staff, scientists, doctoral students, undergraduates and bachelors of the university and the development of its own scientific publications to bring them to the international level. The number of articles published in publications included in the Scopus and Thomson Reuters database with a high quartile and percentile will be increased. Attention will be paid to the citation of university scientists.

During the implementation of scientific activities, attention will be paid to obtaining titles of protection not only in the form of Kazakh, but also international patents and copyright certificates. The number of registered titles of protection and the number of capitalized objects of intellectual property will increase.

Within the framework of the Strategy, a system for managing intellectual property objects, a system to support patenting of promising university developments in Kazakhstan and abroad will be created. If necessary, licenses will be obtained for the right to provide scientific and technical services in priority areas of development of the university's science, as well as certification and public and professional accreditation of the university's departments for compliance with international and domestic quality standards.

Risks:

1. Large amounts of financial support for achieving the goal of the strategic direction and solving problems.
2. Achievement of mutual interest of scientists, government and business structures in the introduction of new developments.
3. Preserving the fundamental foundations of the institutional model of science that took shape in Soviet times, which is archaic, does not meet the requirements of the market, and is characterized by low efficiency.
4. Inefficiency of budget financing and lack of economic instruments to stimulate scientific and innovative activities.
5. Restraining the development of university science by numerous administrative and legal barriers associated both with the insufficient elaboration and inconsistency of a number of legislative acts.
6. The problem of lack of demand for the results of research from the outside, both the real sector of the economy and the state.
7. Mastering new areas of large-scale training of specialists in technology commercialization and innovation process management.
8. Low investment activity in the scientific and innovative sphere, as well as the weak effectiveness of tax and other economic instruments for stimulating scientific and innovative activities.

Priority 3. Internationalization of education and research

Target: Becoming an active participant in international cooperation, expanding strategic educational and scientific partnerships, promoting the image of the university in the international educational space.

Objective 3.1 Increasing the competitiveness of the university through the export of educational services and research / international projects

The development and implementation of a portfolio of new educational programs in a foreign language and together with leading foreign universities ensure the internationalization and competitiveness of SKU in the global educational services market.

The export of educational services at the university is carried out in the following areas:

- increase in the number of foreign students enrolled in educational programs at the university;
- increase in the number of joint educational programs with the issuance of two diplomas;
- attraction of students from partner universities within the framework of international academic mobility for 1 semester;
- opening of branches and representative offices of the university abroad to provide educational services in the territories of conjugated states (Uzbekistan, Russian Federation);
- development of courses conducted in English during the summer semester and International Summer Schools.

Material and financial resources will be attracted from abroad by obtaining international grants, implementing international scientific and technical cooperation and exporting educational services.

Objective 3.2 Expand international cooperation and establish strategic partnerships

In order to ensure the authority of SKU and its international recognition as one of the leading universities in the region, it is planned to conduct an effective information policy implemented through active participation in the activities of leading international networks and associations, expanding the presence of the university in the English-speaking segment of the Internet.

The University will continue to expand international cooperation with leading universities in the TOP-500 QS WUR. An analysis of the effectiveness of international treaties will be carried out, and mechanisms will be developed to track the progress of cooperation and effectively disseminate information about the results. By 2025, the number of existing international agreements will increase to 200.

Work will continue on opening branches and representative offices of the SKU abroad, to provide educational services in the territories of conjugated states, the creation of joint foreign centers with partner universities on the basis of the university, the expansion of courses conducted in English during the summer semester and International Summer Schools. By 2023, the International School of Sangmeng University will be opened on the basis of the university.

Task 3.3. Development of academic mobility of students and teaching staff

As part of the implementation of internationalization tasks, a very important place will be given to the academic mobility of students and teachers, which will contribute to the formation of qualitatively new labor resources that can take their rightful place both in the global labor market and can significantly affect the quality of the labor resources of the national economy. To this end, the formation of a contractual framework for organizing academic exchanges will continue, with priority given to agreements financed by international and foreign funds and programs, for example, Erasmus +

Module 1. “credit mobility”, DAAD, EAD, etc. In 2023, the number of partner universities for academic mobility will reach 60.

Conditions will be created for the recognition of academic achievements of students in accordance with the system of transfer and credit transfer. Qualified support services will be provided to students and teachers in order to further develop incoming and outgoing academic mobility.

Particular attention will be paid to the development of incoming academic mobility, as well as the attraction of foreign teachers, both in the form of short-term visits and on a long-term basis with the conclusion of an employment contract.

Risks:

1. Weak participation of students in the framework of academic mobility and international projects.
2. Not enough resources.
3. Insufficient activity and interest of faculty.
4. Insufficient language training of students and staff.
5. Differences in the legal framework of the partner countries governing the implementation of these programs and projects.
6. Limited financial resources.
7. Not enough benefits for the university or foreign university, lack of funding.

Priority 4. The third mission of the university

Target: Make an effective contribution to the sustainable development of the southern region of the country

Problem 4.1. The contribution of the university to the development of the economy of the southern region

The state today assigns social responsibility for the development of regions to universities, intensifying their interaction with the business sector of the economy and local authorities. On the scale of the southern region, Auezov University can be considered as an organization for the production of scientific and innovative personnel, implementing educational services, which makes a significant contribution to the socio-economic development of the city of Shymkent and the Turkestan region. The construction and industry market remains the traditional segment for the university. The region is the most densely populated, where the volume of private construction ranks first in the country and at the same time urban construction is growing rapidly. On the other hand, the demand for the flows of goods and technologies of the Central Asian countries between Europe and Asia, between north and south pass through the city of Shymkent and the Turkestan region. In this regard, it is important for the region and for the university to work in the following areas of education and science: production of innovative building materials; production of new construction technologies; production of new types of industrial products and services; road construction; construction of railways; construction of bridges and complex

structures; construction of an underground city and infrastructure; construction of urban public transport infrastructure (metro, skylines, ring trains, etc.); production of modern types of machines and technologies. For example, city buses, trams, trains, wagons or trucks.

Also, taking into account the prevailing circumstances in the field of healthcare, climate change, as well as environmental problems, the expansion of the territory of settlements and infrastructure, the university should become the flagship for the training of researchers and managers in the fields of: pharmaceuticals; microbiology; biotechnology; urbanization; providing cities with electricity, water, heat and gas; provision of waste treatment systems; providing cities with underground infrastructure for housing and communal services and communications; providing settlements with new communication technologies and Internet access; protection of ecology and safety; production of new green technologies and other sectors.

In the context of global competition, the university has a strategic location at the junction of the Great Silk Road and in a zone of favorable climatic conditions. It follows from this that research, training and launching new start-up projects is strategically important. In turn, the priority areas for the university's contribution are the development of the following sectors: tourism infrastructure along the Silk Road, shopping – tourism, logistics, agriculture.

In the conditions of technological competition of countries, as well as access of the population to the Internet, the university has the opportunity to contribute to new specializations of the future that are in demand on world markets. For example, currently the market for cryptocurrencies and technology is about 340 billion US dollars. At the same time, according to experts, since 2025, the capitalization of crypto companies may exceed 1 trillion US dollars. Therefore, it is important for the university to conduct research and train personnel such as: IT programmers for developing software for industry and business, including in world markets; database managers and researchers; specialists to develop their own blockchain technologies, currencies and others; information system operators; mobile application developers; developers of systems using artificial intelligence on big data; designers and developers of robots for industrial and military industries, services and others. In this regard, the university plans to create a new campus of the Auezov University IT higher School with the involvement of leading companies from Kazakhstan and abroad by 2030.

Currently, the university has started active cooperation on 102 projects of social enterprise corporation (SEC) "Shymkent", 2 of which are the proposed projects of Auezov University. In general, in order to increase the gross regional product of the region, the university plans to increase the pool of joint projects with SEC Shymkent. To increase the efficiency of project implementation, it is planned to train 10 university employees annually according to the international system of certification and training of project managers. To increase funding for new joint projects in the region, the university plans to create an endowment fund that will support the ideas and projects of creative groups, university talents for their introduction to the market and commercialization. In this issue, the university also plans to involve graduates

who work in various sectors of the economy and who will be interested in contributing to the development of their native university, especially considering the location of their children's education. To develop the export potential of the region, the university will initiate research at the expense of grants and the budget of the akimats of Shymkent and the Turkestan region on an ongoing basis.

Today, about 50 large exporters operate in the region. Such large companies as Kazatomprom, KazTransformator, Standard-Cement, Heidelberg-Cement, Shymkent Oil Refinery, Madeleine, Alex, Tassay and others are among them.

From the calculated data of the Statistics Department, the share of the Turkestan region and the city of Shymkent in the production of vegetables is 25%, melons 60%, grapes 78%, fruits 40%. Most of the manufactured products are exported to the northern regions of the country, as well as to Russia and Europe. Meat, oils and other agricultural products are also exported from the region.

It is also important for the region to manage the trade flows of agricultural and imported products. In general, the total volume of exports of the countries of Central Asia is 80-90 billion US dollars, and imports - 63 billion US dollars. In terms of industrial products, transformers, various motors, cement and other building materials are exported from the region. It mainly imports various machinery and equipment, household and household goods, food products.

The analysis shows that on many issues the region needs to improve labor productivity, human resources, as well as reduce the cost of basic resources per unit of output. All this requires scientific research and training of professional personnel of a new format. At the same time, it is important that new industries focus not on import substitution, but on the growth of export potential.

In this regard, the university plans to actively work and interact with exporters in the region to implement joint projects. At the first stage of the transformation of the university, it is planned to involve exporters in the endowment fund of the university and the Council of Experts of the Transformation Office. In addition, the main requirement for training personnel and financing university start-up projects will be the orientation of projects for export.

During the period of active development of the export potential of the region, attracting foreign students becomes one of the important sources of knowledge export. Currently, about 6000 foreign students from 11 countries of the world are studying at the university. The university plans to increase the number of foreign students to 8000 students from 20 countries by 2025. The annual income from each foreign student should increase to 2000-3000 dollars a year. Only this indicator will help to increase the budget of the university by 2,5-3 times. The export of services is also the attraction of tourists to more than 700 tourist sites in Shymkent and the Turkestan region. According to the plans of local executive bodies, it is planned to attract up to 10 million tourists to the Turkestan region alone.

According to the customs committee for 2018, more than 9 million people crossed the border between Uzbekistan and Kazakhstan, located in the Turkestan region.

In this issue, the university plans to intensify work on training specialists in the

field of tourism and services, as well as those new areas of specialization that create the tourism industry. This industry includes such areas as hotel business, transport and logistics, souvenirs, trade, production of unique products for tourists, restaurant business, business zones, recreation areas, transit zones, etc.

The priority task of the regions is to attract investments. Over the past year, investment in the city of Shymkent has declined significantly. Whereas in the Turkestan region has grown significantly. This situation demonstrates that the main investments in the region were attracted from state sources and guarantees.

The current contribution of the university is the creation of a favorable investment climate for private and foreign investors. According to the SEC "Shymkent", about 34 billion tenge is accumulated on bank deposits of residents of the city of Shymkent alone. In this direction, the university plans to actively work with SEC Shymkent and the Turkestan region and investors in the region, starting with research on existing investors, as well as studying and solving the main problems of attracting investment to the region. An important issue for investors is the provision of benefits and guarantees from the state. To address this issue, the university will initiate and promote the idea of free economic zones with the exemption of investors from paying taxes up to the age of investment funds and the minimum income level. Moreover, the university plans to create a Transformation Office, where investors in the region can share important information with scientists and university experts for timely scientific support to investors.

Within the framework of cooperation with the SEC and other financial institutions of the region, work is underway to include the following documents in the list of necessary documents for financing small and medium businesses (SMB), as well as launching investment projects: a recommendation from a scientist and expert of the region; scientific substantiation of the project for the region; feasibility study of the project. In this matter, all structures and laboratories of the university are planned to be directed to serve businesses and SMB - as the main investors in the region.

To attract foreign investors, the university will build active work with foreign students of SKU, as well as with graduates of foreign universities who live or teach at the university.

To develop the investment potential of the region, the university will initiate research at the expense of grants and the budget of the akimats of Shymkent and the Turkestan region on an ongoing basis.

One of the important indicators of the region is the indicator of research financing per capita. According to the survey of 50 Cities in Central Asia and the Caucasus (ISPG, 2019), in 2018 this indicator for the city of Shymkent was 3,4 US dollars per capita per year, and in Turkestan it was 1,4 US dollars. In Nur-Sultan, this figure was $68 per capita, which was 20 times more than in Shymkent. In the leading countries of the world, this figure is more than 1000 US dollars.

The university plans to become not only a forge of the region's personnel, but also a driver for the development of innovations that are impossible without investment in research area. The development of the university and the implementation of the task of contributing to the development of innovations in the

region will be aimed at developing the concept of a “university included in regional development” (regionallyn gaged university), based on the Third Mission - the idea of forming a university as a scientific and innovative center that provides a high level of educational process, research and technological developments in the southern region.

In this direction, the university will actively cooperate with local authorities, manufacturing enterprises and other stakeholders, which will allow the university to successfully address the issues of personnel, scientific and innovative support for the socio-economic development of the region, including the implementation of large investment projects.

The university also plans joint projects in partnership with JSC “Shymkent", a socially entrepreneurial corporation, which is a regional development institution that stimulates economic activity in the region. This will increase the number of attracted large companies (spin-off, knowledge-intensive business services) planning long-term cooperation with the university. In this connection, the share of the university in the target regional/city development programs of the region will increase in 2025 - up to 15%.

The enterprises of the region will be assisted in finding solutions through contract research, consulting, incubation services, etc.

The number of created engineering centers that ensure the promotion of innovative research and development in the region will increase to 3 in 2025. They will ensure both the promotion of innovative research and development and will contribute to import substitution in the industry.

The created university centers will increase the attractiveness of the social environment in the urban conglomerate and the new quality of life in the region, expand access to modern technologies, ensure the development of the knowledge economy and the experience economy in the region; the implementation of the projects will create innovative ecosystems in university centers that will provide a multiple increase in the income of universities from the commercialization of the results of intellectual activity (provision of knowledge-intensive services, and the release of innovative products, and the sale of intellectual property).

In order to increase the research financing in the region by the state and the private sector to the level of the cities of Nur-Sultan and Almaty, SKU intends to initiate a number of research projects for local executive bodies, as well as the creation of joint research centers in the structures of large companies with the implementation of joint projects.

Task 4.2 Contribution of the university to the social-cultural development of the southern region

The contribution of the university to the development of human capital in the region is determined by: expanding access to higher education; formation of a system of continuous education; identification and attraction of talented students; improving the balance between demand and supply of labor in the region (through training);

strengthening interaction with employers; support for entrepreneurial activity in the region; increase in the number of employed people in the region.

To this end, Auezov SKU (Auezov University) will act as an innovation center in the southern region, that is, the transfer of new technologies from the stage of scientific development to the initial stages and transfer to the stage of industrial testing, as well as consulting services will be provided and a portfolio will be created ideas for small innovative enterprises in the region.

Students will be taught innovative entrepreneurial skills as part of the educational process.

By 2025, the university will train innovative and professional personnel for the functioning of the mechanism of interconnection between the creation and transfer of technologies.

An important contribution of the university to the innovative activity of the regions will be the development of a corporate education system on its basis, which will lead to the differentiation of the educational process. Corporate education as a factor in the innovative development of the region will pursue several important goals: training of professional personnel for the process of technology transfer; attracting funds from potential employers and corporations; stimulation of career and professional growth of the teaching staff of the university.

This will increase the number of staff, teaching staff engaged in research and development, the number of researchers with academic degrees, these indicators, indicating the potential of the system, will be able to provide an expanded reproduction of the intellectual potential of the territory.

Targeted training, advanced training of specialists in certain areas and profiles, technology transfer will constitute the emergent potential of the university, determine the expanded reproduction of knowledge and the realization of intellectual potential.

By 2025, the share of teaching staff who have improved their skills at enterprises/companies in the region will increase to 50%. The share of employed graduates will increase to 30% through cooperation with enterprises and commercial firms to meet the target demand for graduates.

The share of attracted highly qualified specialists from the region to work at the university will increase to 20%.

From 10% to 15% of university graduates will stay in the region and develop their innovative projects, using infrastructure support, including financial support; 100% of students will have the opportunity to develop their own business project and take advantage of professional support in its implementation.

In cooperation with professional public organizations, the university will participate in the development of legislative initiatives for the purposes of regional development, the development of development plans and programs, the creation of advanced training courses for the employed and unemployed population.

Auezov SKU (Auezov University) in the southern region has become a foundation, social-economic and social-cultural factor, focusing on the real conditions of the region's life on the basis of a combination of national, regional and own interests.

Auezov SKU (Auezov University), modernizing its educational and scientific structures, creating an office of transformation, improving the quality of education, expanding the range of scientific research, will strengthen the impact on improving the quality of life in the region, providing the population of the city of Shymkent, and especially young people, with a wide and diverse a range of vocational, educational, cultural and leisure services, organizing various types of professional training and retraining of employees in accordance with the demand of the region for a particular profession and specialty.

Today, there is a big problem in the republic - NEET youth (Notin Education, Employmentor Training) - a generation of young people who, due to various economic, social or political factors, do not work or study. More than 254 thousand Kazakhstanis, or 7,2% of the total number of youth in Kazakhstan, are NEET (unemployed youth, rural youth, youth with disabilities, employed youth with secondary education, youth with incomes below the subsistence level, educated youth without work experience, young women with young children, antisocial youth). SKU intends to create a Youth Resource Center in support of this project, where young people can receive information and methodological, consulting support and support for initiatives, as well as all answers to questions about state and social programs, and even psychological support. Also, the university can organize training for young people in courses in sewing workshops, language schools, greenhouses, workshops for the production of dairy and meat products, computer courses, etc.

In order to meet the needs of the older generation, the “Silver University” will be opened in 2021 to organize and retrain older people, for their creative and professional development, improve their quality of life, which will lead to an increase in the income of the population, an increase in tax revenues to the city treasury. Today, the number of pensioners in the republic is 2 million 225 thousand people or 11,9% of the total population. Of these, more than 79726 people of retirement age live in Shymkent, most of whom do not work and are not self-employed. This is almost 8% of the adult population of the city. SKU has developed more than 50 programs of additional education, the university, having a developed material base to provide offline and online training for students, can organize for those who are 55+: courses for obtaining digital skills, the profession of a tour guide, educators-coaches for additional education of schoolchildren and preschool age, governess, gardener, leisure organizers, vocal singing, Nordic walking, etc. Silver volunteering will be developed.

For development youth, women's and social entrepreneurship in the region, the university plans to develop Acceleration and Mentoring Programs by 2025 to implement start-ups and develop existing youth businesses. Women's entrepreneurship will be developed.

In cooperation with the National Chamber of Entrepreneurs (Turkestan region and Shymkent), the University will open the School of Social Entrepreneurship “Social Trust” for the local community.

Risks:

1. Insufficient entrepreneurial competence among employees and teaching staff of the university.

2. Unattractiveness of educational programs and projects for the stakeholders of the region.

3. Lack of production space and the necessary equipment for the creation of small firms for the production of science-intensive products based on the developments of scientists.

4. Insufficient training of personnel for the innovation sphere.

5. Spontaneity and discoordination of actions to manage the innovation processes of various departments.

6. Imperfection of the legislative base in the innovation sphere (tax, credit, investment and other economic mechanisms).

7. Inefficient use of intellectual property.

8. Unsystematic implementation of the policy to create a regional innovation system and its infrastructure.

9. Imperfection of regional targeted innovation programs.

10. Lack of a diversified system of sources of financing for innovation activities.

Priority area 5. Involvement of youth in the social-economic development of the country

Purpose: Training of specialists with high personal qualities and able to adapt in the conditions of modern production

Tasks 5.1 Formation of national patriotism among the teaching staff, employees studying active citizenship

As part of the implementation of this task, events will be held aimed at developing a new Kazakhstani patriotism and forming the civic responsibility of young people (training seminars, promotions, conferences, meetings, round tables).

Conferences will be held annually to study the role of the First President N.A. Nazarbayev and his creative role in the formation of Kazakhstan statehood and the development of the Republic of Kazakhstan.

Particular attention will be paid to strengthening national unity in the academic environment, the formation of an active citizenship, religious tolerance and countering religious extremism. A set of information and explanatory events was held on countering religious extremism.

In order to implement the national initiative "Rukhani Zhangyru", research will continue with the involvement of students and young scientists to develop scientific projects in the field of spiritual and moral development, the study of historical and cultural heritage, and the preservation of national identity. Scientific conferences, seminars, master classes on the development of national consciousness will be held.

Days of Kazakhstan will be held in partner universities abroad, materials will be published to promote modern Kazakhstan culture and art.

The participation of student youth in the implementation of State programs, the Zhasyl el and Student Construction Team initiatives and other socially significant projects will be intensified.

In order to increase the activity of student youth, organized by:

- holding actions, meetings, lectures, round tables, conferences to develop the activities of student councils, interest clubs, youth committees and youth organizations;
- carrying out activities to prevent antisocial behavior among young people (lectures, seminars, round tables, flash mobs, meetings, consultations, etc.);
- implementation of socially significant projects on the spiritual and moral education of young people, the formation of patriotism, a healthy lifestyle, the institution of family and marriage, the development of entrepreneurship, the prevention of offenses, the promotion of state symbols, the involvement of young people in social and political life, the development of volunteering, etc.;
-conducting sociological research on topical issues of state youth policy.

The university declares itself a zone free from legal offenses and will direct its efforts towards the formation and development of an anti-corruption worldview.

Compliance with the Code of Academic Integrity and Corporate Ethics will be ensured, aimed at creating a moral and psychological moral climate at the university to eradicate corruption.

Particular attention will be paid to explanatory work on the issue of corruption at the university among university students with the involvement of youth organizations and the development of recommendatory material in the field of combating corruption with the involvement of all interested parties in the process of combating and combating corruption, increasing the level of legal, professional, moral awareness of students and university staff.

Task 5.2 Implementation of social support programs for students

As part of increasing the social responsibility of the university, social support will continue to be provided to orphans and children left without parental care; implementation of socially significant projects, holding charity events; ensuring social security and material support for students from low-income and socially vulnerable families (benefits for tuition fees, travel, provision of places in hostels).

Activities will be held to support young families, promote family values and traditions of strengthening the family.

Risks:

1. Influence of external and internal factors (competitiveness, instability of personnel, negative features of globalization).
2. Untimely financial support (purchase of equipment, payment of travel expenses, financing of competitions and sports competitions).

Priority area 6. Effective corporate governance, development of resources and infrastructure

Target: Improving the efficiency of administration of all processes of the university, competent personnel and developed infrastructure

Task 6.1 Effective management and ensuring the competitiveness of the university

Since 2022 the model of the quality management system of the university, certified according to ISO 9001 standards, will be modernized and integrated with the European standards and guidelines in the field of quality (ESG), adopted at the Yerevan Conference of Ministers of Education (2015). The internal quality assurance system, developed in accordance with the ESG, will ensure the transition to international quality standards.

The University will continue to increase its competitiveness for participation in the International QS World University Ranking and EECA - Developing Europe and Central Asia in accordance with the following indicators:

- academic reputation by organizing international events on the basis of SKU, participation of SKU in international projects/forums/exhibitions, participation in the work of international organizations;
- reputation among employers by ensuring the presence of international and national companies in the SKU, holding professional events;
- internationalization through the implementation of image events in target countries and the expansion of distance education, the creation of comfortable living and learning conditions for foreign students;
- publishing activity through expanding access to full-text databases and providing consulting support.

The University will continue to monitor and improve the indicators of the international ranking for the relevant departments of the University through the development of appropriate roadmaps.

The sustainable presence of the university in the global information space will be ensured through the participation of the university in international exhibitions, holding scientific and practical conferences for teaching staff in English, and continuous improvement of the content and design of the site.

Task 6.2 Creation of a modern HR management system

In order to form a staff of competent personnel, SKU implements the principles of academic development, support and motivation of employees in achieving their own goals and the goals of the university.

In order to develop human resources, the following activities will be carried out:

- development of a modern system of search (recruiting of highly qualified specialists), attraction, selection and audit of personnel, including foreign ones. Particular attention will be paid to the invitation of teaching staff and employees with practical experience in enterprises and organizations;

- formation and development of a personnel reserve of managerial and scientific and pedagogical workers. Implementation of a program to promote professional growth, management of professional and job promotion of employees, taking into account advanced training;

- using of the "Professional Development" program for teaching staff and administrative staff through the implementation of their own programs to improve the professional, linguistic and personal competencies of teaching staff and employees, as well as sending them for internships at leading foreign universities and research centers, including the Bolashak program;

- conducting entrepreneurship and commercialization of scientific research courses for teaching staff and scientists, encouraging teaching staff to study on the MEP platforms Future Learn, Coursera, etc. (payment for a certificate, inclusion in KPI). Teachers will be encouraged to take IELTS, TOEFFL and other exams;

- development of a scale for assessing the creativity and entrepreneurial culture of teaching staff and employees.

The university will improve the system of differentiated motivation of teachers through results-based management: KPI and feedback from students. The system of moral incentives for teaching staff will be improved and social support tools will be expanded (benefits for the education of family members, the provision of a hostel).

By 2025 there will be:

- the Innovative concept of personnel policy, SMART-HR, was created;
- the competence model of the teacher was formed;
- a system for monitoring and coaching employees and teaching staff was introduced;
- the program of advanced training of employees and teaching staff was reformatted for new competencies and a new request.

In order to create an innovative architecture of the university, the organizational structure will be revised and optimized: the Transformation Office, the Center for Academic Excellence, the Center for Academic Writing, the Department of Entrepreneurship and Consulting, the Competence Center.

Task 6.3 Digital transformation of the university

Administrative services of SKU (office management, personnel, finance) will be integrated into a single electronic format through the development of online DIRECTUM platforms.

The process of updating the IT resource management system is aimed at eliminating duplicative functions, switching to mobile applications, consistent automation of administrative processes: planning, budgeting, project management, etc. At the same time, an internal system of technical support for the IT products being created will be built.

Since 2025, a digital university will be created on the basis of SKU, interacting with the state and business through a comprehensive corporate information system. The information system of the university will provide an opportunity to receive high-quality distance education through electronic resources hosted on the

PROMETHEUS and MOOC platforms, presented on the edX online platform. The databases available to students, researchers and teaching staff will be expanded. Scientists and researchers will have open access to the latest information.

The formation of a digital university on the basis of SKU will be based on modern principles of organizing information and software systems. A service-oriented architecture will be used, which will create a scalable, heterogeneous, distributed modular information system based on open source software that has shown high performance. This architecture of the system will allow you to constantly develop and increase its functionality.

The information subsystems of the functioning HEIS will be integrated with the provision of appropriate technical support.

Since 2025, the corporate subsystems of the Digital University will process operational information on 24000 students with a ten-year retrospective. About 2500 teachers and staff will have authorized access to the information system of the Digital University.

The information base "Digital University" will allow to digitize all educational, methodological, research, financial and economic processes of the university. Provides regulation and formatting of all stages of the management process. It will allow to organize the personnel and financial accounting of the activities of the university based on the close integration of all information subsystems.

To improve the information subsystems of the HEIS and improve technical support, IP telephony will be developed, Open-source platforms and software products will be introduced, and appropriate licensing will be provided.

The system of video-conferencing will get accelerated development.

An increase in server capacities and data storage systems will be provided in accordance with the growing needs of subsystems of the corporate information system.

Particular attention will be paid to information security and the prevention of cyber threats from penetrating the corporate system by ensuring the protection of the network infrastructure.

In addition, the university's local network will be modernized and access to the Internet will be expanded. Server virtualization will be developed.

Task 6.4 Development of university infrastructure

Funds will be allocated to upgrade the material and technical base.

Since 2025 the existing educational, scientific and laboratory base will be expanded through the acquisition of research equipment and the creation of laboratory complexes, pilot industrial bases.

In all educational buildings, dormitories and university buildings, students will have unhindered access (ramps, elevators, social facilities, libraries).

Land plots will be allocated and private investments will be attracted for the construction of a new university campus.

In connection with the participation in the international ranking of GREENMETRIX in 2020, the university will take a course towards the formation of the Green University model.

Task 6.5 Ensuring the financial and economic sustainability of the university

Since 2025 a financial management system will be introduced at the university, including a revenue growth strategy and cost optimization.

An important source of income for the university will be improved educational programs, including corporate ones, programs and courses of additional training and advanced training. The flow of funds from tuition fees for foreign students and the export of educational services will be increased.

Particular attention will be paid to improving the efficiency of the use of the existing research park, training laboratories and production facilities.

The list of innovative projects carried out for third-party organizations and relevant ministries will be expanded.

In order to optimize costs, a mechanism for estimating costs in the context of specialties and educational programs will be introduced. Electronic registration for training courses will be introduced, which will optimize academic flows and the educational process.

Since 2023 the mode of full autonomous provision of the main building of the university (solar batteries, own technical water wells) and partial provision of 5 academic buildings will be introduced.

In general, financial and economic activity will be monitored in order to increase the efficient use of financial resources, increase profits, and search for sources of cost optimization.

In connection with the above, it is planned to create an effective system of financial and economic forecasting; the budgeting process will be automated and integrated with academic and research subsystems; an endowment fund was created to meet the needs of the university. The University will introduce modern information technologies of the income and expenditure monitoring system, which will attract new budgetary and extrabudgetary funds. The system of remuneration of employees and teaching staff will be improved.

As part of the funding, by 2025, income from educational activities will be increased through the creation and implementation of new international competitive master's programs, MBA.

The financial management of scientific schools will be strengthened, the profitability of educational programs will increase. From 2021, two Higher Schools will be granted financial autonomy as a pilot model. In general, the introduction of a corporate system for managing financial and economic processes will lead to financial stability.

Risks:

1. *External risks:*

Scientific and technical risks that arise as a result of the impact of innovations that can provide economic security for investment projects, as well as due to the entry of a new product or service into the market.

Social-economic (macroeconomic) and legal risks arising from the rule-making activities of authorities and administration. Such decisions lead to a sharp change in the situation on the markets, to changes in tax standards or interest rates on bank loans, additional money emission, new rules for conducting foreign economic activity.

Ecological risks caused by the environment.

Market risk, accompanied by possible losses that arise as a result of market conditions.

2. *Internal risks*

Operational risk, accompanied by a reduction in the contingent.

The risk of lost financial benefits is characterized by the onset of indirect (collateral) financial damage (lost profit) as a result of the failure to implement any activity (attracting funds from teaching staff, commercializing the project).

Foreign exchange risk associated with fluctuations in foreign exchange rates can lead to losses.

3**.** The duration of the information technology support process of the university can delay the implementation of systems and the development of infrastructure.

4. The physical remoteness of the buildings from each other complicates the integration of security systems

5. Weakly developed digitalization competencies among university staff.

Section 5. Goals and target indicators

№	Indicators	Unit measurements	Report	In the planning period				
			2020	2021	2022	2023	2024	2025
Priority direction 1. Academic development and provision of quality training								
Goal: Preparation of competitive graduates who meet the needs of the internal and external labor market								
Task 1.1 Redesign of educational programs								
	The share of undergraduate educational programs covered by dual education, of the total number of undergraduate programs	%	20	22	23	24	25	26
	The share of educational programs that have passed international accreditation (having a graduation)	%	45,5	50,0	60,0	77,0	87,0	100,0
	The share of interdisciplinary educational programs (implemented in 2020 - 267 EP)	%	1	7	8	9	10	11
	Share of educational programs implemented in English (implemented in 2020 - 267 EP)	%	7,0	7,4	8,6	9,3	10,1	11,2
	The share of educational programs implemented in three languages (implemented in 2020 - 267 EP)	%	15	16,8	17,6	18,7	19,4	35,5
	Number of implemented post-doctoral programs	Unit.	-	-	1	1	1	2
	Share of graduates employed in the first year after graduation (out of the total number of graduates)	%	84,5	85,0	85,5	86,0	86,5	87,0
	The number of university graduates who continue their studies in the magistracy and PhD doctoral studies from among those studying at the university	Person.		100	170	200	230	235
	The number of educational programs developed on the basis of professional standards, taking into account the formation of entrepreneurial skills of students	Unit.		210	220	230	235	240
Task 1.2 Development of additional education								

	The share of newly created complexes of additional educational programs (AEP) for advanced training that form competencies in various fields of activity, of the total number of AEP in 2020 (51 units)	%	12	17	18	19	20	21
	The share of teaching staff who underwent advanced training in the profile of the discipline taught, internship in their specialty and administrative and managerial personnel who underwent advanced training in the field of education management from the total number of full-time teaching and adminitrative staff in 2020 (1310 PPS and 189 AUP)	%	-	-	20	20	21	22
Task 1.3 Renovation of didactic materials and content								
	The share of innovative developments in the educational process: Video lectures	%	12	25	35	45	55	65
	Massive open online courses	%	2	2	3	4	5	5
	Number of virtual laboratories	Unit.	-	2	3	4	5	6
	The number of electronic resources introduced into the educational process	Unit.	135	140	145	155	165	180
	Developments of teaching staff, introduced into the educational process of innovative technologies	Unit.		154	162	175	185	200
	Development of teaching staff on the act of introducing the results of advanced training in the educational process			60	65	70	78	80
Task 1.4 Formation of a high-quality contingent of students								
	The share of foreign students, from the total contingent in 2020. (24247 people)	%	14,46	14,22	14,53	14,83	15,13	15,42

	The share of those enrolled in universities with "Altyn Belgi" marks, winners of international Olympiads and competitions of scientific projects of the last three years, winners of the presidential, republican Olympiads and competitions of scientific projects of the current academic year (awarded with diplomas of the first, second and third degree) of their total number in 2020 (4942 people)	%	3	3,84	3,84	3,84	3,84	3,84
	Share of grants at the expense of local executive bodies, employers (%)	%	4,11	4,30	4,33	4,36	4,39	4,45
	The share of students studying in English, from the contingent of the full-time department (18,088 people)	%	0,7	0,73	0,85	0,91	0,97	1,0
	The share of doctoral and undergraduate students from the total contingent	%	5,4	15,0	20,0	30,0	35,0	40,0
	Number of new admissions of full-time students on a fee basis	Person.	2000	2000	2500	3000	3500	4000
Priority direction 2. Creation of a research and entrepreneurial ecosystem **Goal: Reorientation of university science towards innovative activities with the creation of a research and entrepreneurial ecosystem and the formation of new principles for the functioning of university science. Achieving world-class scientific results and introducing breakthrough innovations in economic activity.**								
Task 2.1 Creation of conditions for the formation of research, entrepreneurial and professional competence of teaching staff, scientists, doctoral students, undergraduates and bachelors of the university								
	Growth in the number of functioning dissertation councils and PhD defense specialties in relation to 2020 (6 Councils / 7 specialties)	%	-	14/12	33/43	33/57	50/71	67/86
	Number of scientists participating in dissertation councils of the Research Institute	Person.			6	6	7	11
	The share of the teaching staff involved in research work from their total number	%	20,9	21,3	24,4	26,7	29	29,8
	The share of young scientists in ongoing research projects	%	25	30	35	35	36	37

	The share of students involved in research work from their total number	%	5	12	15	20	22	25
	Growth of start-up projects implemented by employees and students of the university in relation to the number of start-up projects completed in 2020 (5 projects)	%	-	20	40	60	80	100
	Share of commercialized projects in the total number of completed applied research projects	%	8	10	12	14	15	16
	The share of income received from scientific activities, innovative developments and commercialized projects (from the total budget of the university)	%	3,65	3,65	3,65	3,7	4,0	4,1
Task 2.2 Modernization of scientific infrastructure. Equipping with digital infrastructure and modern scientific and technical base								
	Share of newly equipped scientific laboratories from their total number (16 laboratories)	%	25	37	50	63	87	100
	Establishment of a research center for collective use	Unit.					1	
	Reconstruction of building "№ 3" of the university for a research center for collective use	Unit.				1	-	-
	Creation of information infrastructure (communication networks, software, acquisition of educational content, platforms, electronic library system)	Unit.			1	1	1	1
Task 2.3. Reorientation of university science to research and innovation activities of an entrepreneurial type and the formation of new principles for the functioning of university science. Creation of a research ecosystem								
	Growth in the number of completed funded research and development work out of the total number of completed research work in 2020 (40 projects)	%	-	10	18	23	30	40
	Share of completed volumes for funded research work from the total budget	%	4,3	4,8	5,0	5,5	6,0	7,0
	The increase in university partners from among the leading	%	-	10	15	20	25	30

	national and foreign research centers from their number in 2020 (22 partners)							
	The share of foreign scientists, researchers involved in the implementation of joint funded research work of the total number of researchers	%	7	8	9	10	11	12
	The number of scientists, teachers and employees who completed an internship under the program "500 internships" in the leading scientific centers of the world "according to the National project "Technological breakthrough through digitalization, science and innovation"	Person.	-	-	11	14	18	21
	Share of projects funded by local executive bodies and business representatives from the total number of projects	%	0	2	5	6	7	8
	The volume of attracted investments for the development of the university from the total income of the university	%		1,0	2.0	3,8	5,0	7,0
Task 2.4 Increasing the publication activity of teaching staff, scientists, doctoral students, undergraduates and bachelors of the university								
	The proportion of scientists with an H-index (H-index) of 1 or more of the total number of university scientists	%	10	20	30	40	50	60
	Average citation rate per teaching staff and employee in foreign publications	Average citation rate by university	0,11	0,13	0,14	0,16	0,17	0,19
	Growth of publications in rating publications from the total number of publications in 2020 (175 units) according to Information resources on the Web of Science platform (Clarivate Analytics) and Scopus (Elsevier)	%	-	5	12	18	25	40
	Number of publications in peer-	Unit.	141	153	155	160	165	170

	reviewed scientific publications of 1-4 quartiles, included in the Web of Science database or having a CiteScore percentile in the Scopus database of at least 35 or indexed in the Social Science Citation Index and (or) indexed in the Artsand Humanities Citation Index							
	Growth in the number of publications in conference proceedings indexed in the Web of Science and Scopus database from their number in 2020 (25 publications)	%	-	15	17	19	21	23
	An increase in the number of publications in publications recommended by the Committee for Control in the Sphere of Education and Science of the Ministry of Education and Science of the Republic of Kazakhstan. of the total in 2020 (500 publications)	%	-	3	5	5	7	9
	Increase in the number of published monographs from the total published in 2020 (50 monographs)	%	-	2	3	3	4	5
	Growth of capitalized objects of intellectual property from their total number in 2020 (3 objects)	%	-	67	130	170	200	233
	Growth of titles of protection (patents, copyright certificates) of the total number	%	-	3	6	10	16	25
Priority direction 3. Internationalization of education and research								
Goal: Becoming an active participant in international cooperation, expanding strategic educational and scientific partnerships, promoting the image of the university in the international educational space.								
Task 3.1 Increasing the competitiveness of the university through the export of educational services and research / international projects								
	Share of international scientific and educational projects in the total number of projects in 2020 (4 projects)	%	10	10	12,5	12,5	15	15
	The share of teaching staff with international certificates confirming knowledge of a	%	-	11,45	12,21	12,93	13,69	13,91

	foreign language in accordance with the common European competencies (standards) of foreign language proficiency out of the total number of teaching staff (1310 people) in 2020							
	The share of students (undergraduates / doctoral students) who completed an internship at foreign partner universities from the total contingent (24247 people) in 2020	%	0,083	0,2	0,25	0,32	0,41	0,5
	The share of students participating in the two-stage education program from the total contingent (24,247 people) in 2020.	% (person)	0,59 (7)	0,59 (7)	0,59 (7)	0,68 (8)	0,76 (9)	0,85 (10)
	The share of educational programs in the framework of double-degree education with partner universities from among the TOP-700 of the QS ranking of the total number of EP (332 EP) in 2020	%	2,2	2,2	3,7	4,5	5,6	6,4
	Number of international Winter and Summer Schools, including online	Quantity	3	12	16	18	20	25
Task 3.2 Expand international cooperation and establish strategic partnerships								
	The number of agreements on the establishment of strategic partnerships from the total number of agreements on international cooperation		29	30	35	40	45	50
	The number of university branches abroad (including joint branches with other universities of the Republic of Kazakhstan)		-	-	-	1,00	1,00	1,00
Task 3.3 Development of academic mobility of students and teaching staff								
	The share of teaching staff teaching in English from the total number of teaching staff (1310 people) in 2020	%	8,78	9,0	9,3	9,5	9,7	10,0
	The share of attracted teaching staff and top managers from abroad from the total number of teaching staff (1381 people) in	%	8,4 (8,4 fact, 111	9,8 (9,9 fact, 130	10, 5 (18,6 fact, 258	11, 0	11, 5	12, 0

	2020		teaching staff)	teaching staff)	teaching staff)			
	The share of teaching staff who attended advanced training courses in English for specialties studying in three languages out of the total number of teaching staff (1310 people) in 2020	%	3,4	3,4	3,4	3,8	4,2	4,6
	Number of Bolashak International Scholarship Holders	Person.	5	10	10	15	20	25
	The share of students studying within the framework of academic mobility, financed at the expense of the university from the total number of students	%	-	0,11	0,15	0,20	0,25	0,50
	The share of university teaching staff participating in educational and research projects from the total number of teaching staff (1310 people) in 2020	%	20,92	21,37	24,43	26,62	28,9	30,89
Priority direction 4. The third mission of the university								
Goal: To make an effective contribution to the sustainable development of the southern region of the country								
Task 3.3 University contribution to the development of the regional economy								
	The share of innovative educational programs developed by order of enterprises (implemented in 2020-267)	%	2	3	3,5	4	4,5	5
	The share of research projects focused on the development of the regional economy in the total volume of university projects	%	-	10	20	30	40	50
	The number of graduates employed at the enterprise as a result of work experience	Person.	-	135	150	170	190	190
	The ratio of the average salary level of a university graduate to the average monthly salary in the Republic of Kazakhstan	%	-	0,36	0,36	0,36	0,36	0,36
	Share of attracted highly qualified specialists of the region to work at the university	%	15	20	20	20	20	20
Task 4.2 Contribution of the university to the socio-cultural development of the region								
	Share of teaching staff who	%	7	10	12	15	25	30

	improved their qualifications at enterprises/companies of the region							
	The share of social projects with the business sector in the total volume of university projects	%	-	4	8	12	15	20
	The share of socially responsible events that form social responsibility and humane attitude towards society from the total number of events	%	50	52	58	62	63	65
	Number of NEET youth involved in university projects	Person.	40	45	58	65	70	80
Priority direction 5. Involvement of youth in the socio-economic development of the country								
Goal: Training of specialists with high personal qualities and able to adapt in the conditions of modern production								
Tasks 5.1 Formation of national patriotism among teaching staff, employees studying active citizenship								
	The number of activities aimed at creating an innovative environment of the university - to improve the quality of educational and social adaptation of students	Number of events	100	130	160	190	210	240
	The share of young people covered by activities to strengthen the spiritual and moral values of the program «Rukhani Zhangyru»	%	60	62	64	66	68	70
	Number of events held within the framework of "Rukhani Zhangyru "	ед		12	12	12	12	
	The share of image publications in the media and posts in social networks in order to widely promote the program «Rukhani Zhangyru»	%	60	63	67	70	72	75
	The share of students involved in the activities of youth organizations, in student self-government and collegiate management of the university	%	6	64	66	68	70	73
	Share of students involved in international student organizations (AIESEC, IUS, etc.)	%	2	3	4	5	7	9

	The share of teaching staff and students involved in sports sections for the formation of a healthy lifestyle	% teaching staff / training	15/17	17/20	20/24	22/30	24/35	25/40
	The share of winners and prize-winners of scientific, creative and sports competitions and competitions from the total number of undergraduate students (22699 people in 2020)	%	0,88	2,2	3,3	3,5	4,0	4,5
	The share of students involved in the volunteer movement, Zhasyl El, etc.	%	30	32	34	37	39	42
	The share of students covered by activities under the program of psychological and advisory support within the framework of the "Center for Psychological Assistance to Students" of the University	%	6	8	10	12	14	16
	The share of socially vulnerable students provided with a hostel (of the total number of those in need)	%	100	100	100	100	100	100
Priority direction 6. Effective corporate governance, development of resources and infrastructure								
Goal: Improving the efficiency of administration of all processes of the university, competent personnel and developed infrastructure								
Task 6.1 Effective management and ensuring the competitiveness of the university								
	Position in the QS World University Rankings	Position	490	450+	400+	350+	300+	300+
	Emerging Europe and Central Asia (EECA)	Position	104	104	103	102	101	100
	International ranking Greenmetric	Position	458	450+	400+	400+	350+	300+
	International ranking Times Higher Education Impact	Position	-	-	-	1000+	900+	800+
	National rating according to IQAA (among multidisciplinary universities)	Position	3	3	3	2	2	2
	University positioning in social networks	%	100	100	100	100	100	100
	The number of EP included in the	Кол.				35	35	35

	TOP-10 rating of NCE "Atameken"		16	35	35			
Task 6.2 Creation of a modern HR management system								
	% degree	%	50,4	50,4	52,10	54,20	56,00	57,00
	The share of teaching staff who underwent advanced training in universities of the Republic of Kazakhstan from the total number of teaching staff in 2020 (1310 people)	%	5,3	5,7	6,1	6,5	6,9	7,3
	The share of university managers who have completed advanced training in the field of management	%	-	25	30	40	50	60
	Financing of advanced training of teaching staff	thousand tenge	5 700,00	25 800,00	25 800,00	25 800,00	25 800,00	30 000,00
	Share of teaching staff of holders of the title "Best University Teacher" of the total number of teaching staff in 2020 (1310 people)	%	0,9	0,9	0,9	0,9	0,9	0,9
	The share of teaching staff awarded with thanks and encouragement from the total number of teaching staff in 2020 (1310 people)	%	19,8	20,9	23,2	24,8	26,7	28,6
Task 6.3 Digital transformation of the university								
	Share of modernization of the network and server infrastructure of the university	%	88	90	90	90	92	95
	The share of digitalization of university management business processes (automation of the main processes)	%	80	85	85	90	90	95
Task 6.4 Development of university infrastructure								
	The share of expenses for the development of the educational laboratory from the total budget of the university	%	7,09	7,10	7,15	7,20	7,30	7,3
	The share of expenses for the development of laboratories from the total budget of the university (%)	%	-	7,30	7,35	7,40	7,50	7,50

	Providing conditions for students with special educational needs (curricula, elevators, ramps, handrails, etc.)	thousand tenge	0,0	10000,0	12 000,0	12 000,0	12 000,0	12000,0
	Creation of conditions for students with special educational needs (ramps, handrails, etc.)	thousand tenge	0,0	10000,0	12 000,0	12 000,0	12 000,0	12000,0
	The amount of funds allocated for the improvement of the territory at the educational buildings	Million tenge	1,2	1,3	1,5	1,6	1,8	2,0
Task 6.5 Ensuring the financial and economic sustainability of the university								
	Income, total	Thousand tenge	8 760 969	9 308 032	9 388 032	9 448 032	9 548 032	9 704 900
1	From the republican budget	Thousand tenge	4 578 577	4 817 966	4 877 966	4 917 966	4 957 966	4 957 970
	% of total income		52,26	51,76	51,86	51,85	51,85	51,09
1.1	Educational services republican budget	Thousand tenge	4 284 417	4 433 899	4 493 899	4 533 899	4 573 899	4 573 900
	% of Republican budget		93,58	92,03	92,13	92,19	92,25	92,25
1.2	Research work	Million tenge	294 161	325 038	325 038	325 038	325 038	325 039
	% of Republican budget		6,42	6,75	6,66	6,61	6,56	6,56
1.3	Academic mobility	Thousand tenge		22 729	22 729	22 729	22 729	22 730
	% of Republican budget		0,00	0,47	0,47	0,46	0,46	0,46
1.4	Attracting foreign specialists	Thousand tenge		36 300	36 300	36 300	36 300	36 301
	% of Republican budget		0,00	0,75	0,74	0,74	0,73	0,73
2	From the local budget	Thousand tenge	350 177	359 976	349 976	349 976	349 976	349 978
	% of total income		4,00	3,87	3,73	3,70	3,67	3,61
2.1	Educational services Local budget (grant from local executive bodies)	Thousand tenge	168 125	172 833	162 833	162 833	162 833	162 834
	% of the local budget		48,01	48,01	46,53	46,53	46,53	46,53
2.2	College	Thousand tenge	182 052	187 144	187 144	187 144	187 144	187 145

	% of the local budget		51,99	51,99	53,47	53,47	53,47	53,47
3	Extra-budgetary funds	Thousand tenge	3 832 215	4 130 090	4 160 090	4 180 090	4 240 090	4 396 952
	% of total income		43,74	44,37	44,41	44,45	44,48	45,31
3.1	Paid training	Thousand tenge	3 466 033	3 689 170	3 712 170	3 725 170	3 778 170	3 935 030
	% of extra-budgetary funds		90,44	89,32	89,23	89,12	89,11	89,49
3.2	College paid tuition	Thousand tenge	24 872	25 370	25 370	25 370	25 370	25 371
	% of extra-budgetary funds		0,65	0,61	0,61	0,61	0,60	0,58
3.3	Research work (business agreement)	Thousand tenge	67 499	112 720	112 720	112 720	112 720	112 721
	% of extra-budgetary funds		1,76	2,73	2,71	2,70	2,66	2,56
3.4	Other income	Thousand tenge	273 811	302 830	309 830	316 830	323 830	323 830
	% of extra-budgetary funds		7,14	7,33	7,45	7,58	7,64	7,36
	including a charitable foundation	Thousand tenge	0	6 513	8 455	10 400	13 377	14557

Section 6. Action plan for the implementation of the Strategic Development Plan NJSC "M. Auezov South Kazakhstan University" for 2021-2025

№ п/п	Name of events	Completion Form	Responsible for execution	Deadlines	Estimated expenses, thousand tenge	Sources of financing
1	2	3	4	5	6	7
Priority direction 1. Academic development and provision of quality training						
Goal: Preparation of competitive graduates who meet the needs of the internal and external labor market						
Task 1.1 Redesign of educational programs						
	Increase in the share of undergraduate educational programs (EP) covered by dual education (of the total number of undergraduate EPs) in 2025 26% EP	Educational programs	Vice-rector for academic and educational-methodical work	2021-2025	Not required	
	Increasing the share of educational programs that have passed international accreditation (having a graduation) *in 2025 to 100%*	Certificates	Vice-rector for academic and educational-methodical work	2021-2025	2021y. – 4 629 2022y. – 45 749 2023y. – 69 377 2024y. – 92663 2025y. – 45060	Republican budget and own funds
	Share of interdisciplinary educational programs in 2025 up to 20%	Educational programs	Vice-rector for academic and educational-methodical work	2021-2025	Not required	
	The share of educational programs implemented in English in 2025 up to 23%	Educational programs	Vice-rector for academic and educational-methodical work	2021-2025	Not required	
	The share of educational programs implemented in three languages: in 2025 up to 35,5%	Educational programs	Vice-rector for academic and educational-methodical work	2021-2025	Not required	
	Increase in the number of completed post-doctoral programs in 2025 to 1,00	Educational programs	Vice-rector for academic and	2021-2025	2025y. – 1 800	

			educational-methodical work			
	Increase in the share of graduates employed in the first year after graduation (from the total number of graduates) in 2025 87%	*Reports, extracts from the "Unified Accumulative Pension Fund"*	*Director of the employment and career center*	2021-2025	Not required	
Task 1.2 Development of additional education						
13	Increase in the share of newly created additional education programs for advanced training, retraining and Silver University programs that form competencies in various fields of activity (out of the total number of additional programs) in 2025 50%	Created Additional Education Program	Vice-rector for academic and educational-methodical work	2021-2025	Not required	
	Expanding the range of short-term courses in partnership with real sector companies	Created short courses	Vice-rector for academic and educational-methodical work	2022-2025	Not required	
14	An increase in the share of teaching staff who underwent advanced training in the profile of the discipline taught, internships in their specialty and administrative and managerial personnel who underwent advanced training in the field of education management (out of the total number of full-time teaching staff and AUP) in 2025y. 38%: - advanced training of teaching staff in the profile of the discipline taught in the leading universities and centers of the Republic of Kazakhstan;	Certificates Certificates	Vice-rector for academic and educational-methodical work	2021-2025	2021y. - 3 780; 2022y. - 3 864; 2023y. - 4 188; 2024y. - 4 254; 2025y. - 4 500; 2021y. - 1 552; 2022y. - 1 746; 2023y. - 2 075; 2024y. - 2 502; 2025y. - 2 500;	020 Budget program of the Ministry of Education and Science of the Republic of Kazakhstan and extrabudgetary funds; 020 Budget program of the Ministry of Education and Science of the

	- internships of teaching staff in the specialty in specialized departments of leading universities of the Republic of Kazakhstan, research institutes and operating enterprises - conducting internal thematic advanced training courses - advanced training of teaching staff of pedagogical specialties under the program of the Republican Institute for Advanced Studies of the Education System "Orleu"	Certificates Certificates Certificates			2021y. - 1088; 2022y. - 1133; 2023y. - 1177; 2024y. – 1222; 2025y. – 1270; 2021y. – 350; 2022y. – 380; 2023y. – 390; 2024y.- 410; 2025y. – 450;	Republic of Kazakhstan and extrabudgetary funds; 020 Budget program of the Ministry of Education and Science of the Republic of Kazakhstan 020 Budget program of the Ministry of Education and Science of the Republic of Kazakhstan
Task 1.3 Renovation of didactic materials and content						
	Increasing the share of innovative developments in the educational process	*Video lectures*	Vice-rector for academic and educational-methodical work	2021-2025	-	Not required
	Massive open online courses (MOOCs), online courses	*MOOCs, online courses*	Vice-rector for academic and educational-methodical work	2021-2025	2021y. – 20 000 2022y. – 25 000 2023y. – 30 000 2024y. – 35 000 2025y. – 40 000	Extrabudgetary funds
	Increasing the number of virtual laboratories	*Virtual laboratories*	Vice-rector for academic and educational-methodical work	2021-2025	50 000	Extrabudgetary funds

Task 1.4 Formation of a high-quality contingent of students						
	Increase in the share of foreign students (of the total contingent) in 2025 15,42%	*Enrollment Orders*	*Chairman of the Admissions Committee*	2021-2025	-	Not required
	An increase in the share of applicants to universities with the signs "Altyn Belgi", winners of international Olympiads and competitions of scientific projects of the last three years, winners of the presidential, republican Olympiads and competitions of scientific projects of the current academic year (awarded with diplomas of the first, second and third degree) (from their total quantity) in 2025. 3.84%	*Enrollment Orders*	*Chairman of the Admissions Committee*	2021-2025	-	Not required
	Increase in the share of grants at the expense of local executive bodies, employers in 2025 4,45%	*Enrollment Orders*	*Chairman of the Admissions Committee*	2021-2025	-	Not required
	Increase in the proportion of students studying in English (of the total number of students) in 2025 0,7%	*Enrollment Orders*	*Deans of Faculties/Higher Schools*	2021-2025	-	Not required
	Increase in the share of doctoral and undergraduate students (of the total contingent) in 2025 40%	*Enrollment Orders*	*Chairman of the Admissions Committee*	2021-2025	-	Not required
Priority direction 2. Creation of a research and entrepreneurial ecosystem						
Goal: Reorientation of university science towards innovative activity with the creation of a research and entrepreneurial ecosystem and the formation of new principles for the functioning of university science. Achieving world-class scientific results and introducing breakthrough innovations in economic activity. ***Task 2.1 Creation of conditions for the formation of research, entrepreneurial and professional competence of teaching staff, scientists, doctoral students, undergraduates and bachelors of the university***						
	Increasing the number of research institutes and research and development	Decisions of the Board of Directors - NJSC	M.Auezov SKU	2021- 2025	-	Not required

	centers of the Ministry of Education and Science of the Republic of Kazakhstan, carrying out joint activities with the M.Auezov SKU, up to 6 units.	M.Auezov SKU				
	Development of interdisciplinary fundamental and applied research for a comprehensive solution of the priorities of the direction of science development	Research development plan	M.Auezov SKU	2021- 2025	-	Not required
	Development of network integration with leading universities, research institutes and research centers of the country and abroad	Cooperation agreements	M.Auezov SKU	2021- 2025	-	Not required
	Implementation of activities in priority areas of science development, providing for obtaining results of the international level	Decisions of the Board of Directors NJSC M.Auezov SKU	M.Auezov SKU	2021- 2025	2021y.–10 000 2022y.–10 000 2023y.–15 000 2024y.–15 000 2025y.–20 000	From the republican budget and own budget
	Implementation of measures for the transformation into a research university		M.Auezov SKU	2022- 2026	10 000 000,0	From the republican budget and own budget
	Implementation of measures for the transformation of higher schools of the SKU according to the experience of Nazarbayev University		M.Auezov SKU	2022- 2026	40 000 000,0	From the republican budget and own budget
	Organization of the work of dissertation councils for the defense of a PhD dissertation	Orders on the establishment of dissertation councils	M.Auezov SKU	2021- 2025	2021y.–1 000 2022y.–2 000 2023y.–3 000 2024y.–4 000 2025y.–5 000	From own funds
	Development, publication, acquisition of educational, scientific, reference and methodological literature, as well as the organization of new periodicals in promising areas of science and innovative	Treaties, agreements, publication plan	M.Auezov SKU	2021- 2025	2021y. – 2000 2022y. – 3 000 2023y. – 4 000 2024y. – 5 000 2025y. – 6 000	From own funds

	educational technologies					
	Ensuring the growth of start-up projects implemented by employees and students of the university in relation to the number of start-up projects completed in 2020 up to 100% by 2025	Registration documents	M.Auezov SKU	2021- 2025	2021y. – 18 000 2022y. – 21 000 2023y. – 24 000 2024y. – 27 000 2025y. – 30 000	Own funds and funds of the founder of the competition
	Ensuring an increase in the number of concluded contracts with industrial enterprises in the Turkestan region and the Republic of Kazakhstan for the implementation of research in relation to 2020	Agreements	M.Auezov SKU	2021- 2025	-	Not required
	Ensuring an increase in the number of research projects and programs together with business and state enterprises in order to promote regional development in relation to 2020 to 8 projects by 2025	Agreements	M.Auezov SKU	2021- 2025	-	Not required
	Increasing the share of commercialized projects in the total number of completed research projects in 2025 to 16%	Agreements	M.Auezov SKU	2021- 2025	-	Not required
	Maintaining the growth in the number of funded R&D performed out of the total number of completed research in 2025 up to 40%	Interim, final reports	M.Auezov SKU	2021- 2025		Not required
	Development of a support system for young scientists, scientific schools, inviting leading scientists from the country and abroad	Agreements, orders	M.Auezov SKU	2021- 2025	2021y. – 3 000 2022y. – 3 000 2023y. – 4 000 2024y. – 6 000 2025y. – 8 000	From own funds
Task 2.2 Modernization of scientific infrastructure. Equipping with digital infrastructure and modern scientific and technical base						
	Retrofitting of existing scientific laboratories from their total number	Decision of the Academic Council	M.Auezov SKU	2021- 2025	*task 6.4	From own budget

	Creation of new scientific laboratories equipped with unique equipment and instruments for world-class research and development in priority areas of science development	Order on the creation of a structural unit, Regulations on scientific laboratories	M.Auezov SKU	2021- 2025	2021y.–50 000,00 2022y.–100 000 2023y.–100 000 2024y.–150 000 2025y.–150 000	From the republican budget and own budget
	Increasing the number of accredited and certified scientific laboratories in 2025 to 6 units.	Certificates	M.Auezov SKU	2021- 2025	2021y.–50 000 2022y.–70 000 2023y.–90 000 2024y.–100 000 2025y.-100 000	Own funds
Task 2.3 Reorientation of university science to research and innovation activities of an entrepreneurial type and the formation of new principles for the functioning of university science. Creation of a research ecosystem						
	The increase in university partners from among the leading national and foreign research centers from their number in 2020 to 59% by 2025	Agreements	M.Auezov SKU	2021- 2025	-	Not required
	Maintaining the share of young scientists in ongoing research projects up to 37% by 2025	Interim, final reports	M.Auezov SKU	2021- 2025	-	Not required
	Increasing the share of foreign scientists, researchers involved in the implementation of joint funded research from the total number of researchers up to 12% by 2025	Agreements	M.Auezov SKU	2021- 2025		Not required
	Increasing the share of income received from research results in the total budget of the university in 2024 to 12%	Contracts, financial statements	M.Auezov SKU	2021- 2025	-	Not required
	Increasing the growth of small industries created on the basis of the university up to 8 enterprises by 2025	Agreements	M.Auezov SKU	2021- 2025	2021y.–18 000 2022y.–21 000 2023y.–24 000 2024y.–27 000 2025y.–30 000	From own funds

	An increase in the share of scientific and innovative projects, programs and contractual works of implemented projects financed by local executive authorities and business representatives from the total number of projects in 2025 to 8%.	Agreements	M.Auezov SKU	2021- 2025	-	Not required
	Creation of an innovative agricultural park with a logistics center and centers for the commercialization of scientific developments	Decisions of the Board of Directors of NJSC M.Auezov SKU Order on the creation of a structural unit	M.Auezov SKU	2021- 2025	2023y.- 100000 2024y.- 150000 2025y.- 150000	Republican, local budgets and own funds
Task 2.4 Increasing the publication activity of teaching staff, scientists, doctoral students, undergraduates and bachelors of the university						
	Ensuring the growth of publications in rating publications from the total number of publications in 2020 by 40% by 2025 according to Information resources on the Web of Science platform (Clarivate Analytics) and Scopus (Elsevier)	Articles and publications in international journals based on Web of Science (Clarinate Analytics) and Scopus (Elsevier) data	M.Auezov SKU	2021- 2025	2021y.–5 000 2022y.–5 000 2023y.–5 000 2024y.–5 000 2025y.–5 000	From own funds
	Ensuring the growth of publications in conference proceedings indexed in the Web of Science and Scopus database from their number in 2020 to 100% by 2025	Articles, publications	M.Auezov SKU	2021- 2025	2021y.–2 400 2022y.–2 400 2023y.–2 400 2024y.–2 400 2025y.–2 400	From own funds
	Ensuring the growth of publications in scientific journals included in the RSCI database from their number in 2020 to 29% by 2025	Articles, publications	M.Auezov SKU	2021- 2025	-	Not required
	Increase in the share of scientific publications in co-authorship with foreign scientists from the total number of scientific articles published over the past 3 years in international ranking journals	Articles, publications	M.Auezov SKU	2021- 2025	-	Not required

	indexed by Web of Science or Scopus in 2025 up to 20%					
	Ensuring the growth of security documents (patents) from the total number in 2020 up to 25% by 2025	Patents, copyright certificates	M.Auezov SKU	2021- 2025	2021y. – 2600,00 2022y. – 2800,00 2023y. – 2900,00 2024y. – 3200,00 2025y. – 3800,00	From own funds
	Increasing the share of scientists with an H-index (H-index) of 1 or more out of the total number of university scientists up to 60% by 2025	Information from the National Center for State Scientific and Technical Expertise	M.Auezov SKU	2021- 2025	-	Not required
	Bringing the average citation level of scientific articles published over the past 5 years in international ranking journals indexed by Web of Science or Scopus in 2025 to (1.0)	Information from the National Center for State Scientific and Technical Expertise	M.Auezov SKU	2021- 2025	-	Not required
Priority direction 3. Internationalization of education and research						
Goal: Becoming an active participant in international cooperation, expanding strategic educational and scientific partnerships, promoting the image of the university in the international educational space.						
Task 3.1 Increasing the competitiveness of the university through the export of educational services and research / international projects						
	Increase in the share of international scientific and educational projects in the total number of projects in 2020, by 15% in 2025	Agreements	Vice-Rector for Strategic Development and Internationalization	2021-2025	-	Not required
	Increase in the share of teaching staff, employees participating in international educational / scientific projects from the total number of teaching staff in 2020, by 7,6% in 2025	Orders, reports of the Bologna Process and Academic Mobility Center	Vice-Rector for Strategic Development and Internationalization	2021-2025	-	Not required
	Increase in the share of teaching staff with international certificates confirming foreign language proficiency in accordance with the common European competencies (standards) of foreign	Certificates	Vice-Rector for Strategic Development and Internationalization	2021-2025	-	Not required

	language proficiency in the total number of teaching staff in 2020 by 13,91% in 2025.					
	An increase in the share of students (students / undergraduates / doctoral students) who completed an internship at foreign partner universities (from the total contingent) in 2025 by 0,5%	Orders, reports of the Bologna Process and Academic Mobility Center	Vice-Rector for Strategic Development and Internationalization	2021-2025	2021y. – 32150 2022y. – 33000 2023y. – 33500 2024y. – 34000 2025y. – 34500	Republican budget and own funds
	Increase in the share of students participating in the double-degree education program (from the total contingent) in 2025 by 0,09%	Orders, reports of the Bologna Process and Academic Mobility Center	Vice-Rector for Strategic Development and Internationalization	2021-2025	-	Not required
	Increase in the share of educational programs in the framework of double-degree education with partner universities from the TOP-700 of the QS rating (of the total number of EPs) in 2025. by 7.2%	Educational programs	Vice-Rector for Strategic Development and Internationalization	2021-2025	-	Not required
	Increasing the number of international Winter and Summer Schools, including online ones in 2025 up to 8	Winter and summer school programs, progress reports	Vice-Rector for Strategic Development and Internationalization	2021-2025	2021y.–2000 2022y.–2200 2023y.–2500 2024y.–2700 2025y.–3000	Own funds
Task	**3.2 Expand international cooperation and establish strategic partnerships**					
	Establishment of International Advisory Councils/Consortiums at Higher Schools/Faculties in 2025 up to 5	Orders on the establishment of International Advisory Councils / Consortiums at Higher Schools / Faculties	*Vice-Rector for Strategic Development and Internationalization*	2021-2025	-	Not required
	Opening branches of the university abroad (including joint branches with other universities of the Republic of Kazakhstan) until 2025. opening of 1	Orders	*Vice-Rector for Strategic Development and Internationalization*	2021-2025	2024y.–3000 2025y.–7000	Own funds

	branch					
	Conducting international webinars with the involvement of foreign partner universities in 2025 45 webinars	Webinar reports	*Vice-Rector for Strategic Development and Internationalization*	2021-2025	-	Not required
	Opening representative offices / centers abroad, including opening at the university in 2025. 7 representations	Orders to open representative offices	*Vice-Rector for Strategic Development and Internationalization*	2021-2025	2021y.–4000 2022y.–4000 2023y.–2000 2024y.–2000 2025y.–2000	Own funds
	Increase in the share of foreign specialists and scientists involved in the framework of funded projects (of the total number of teaching staff involved in research) in 2025 by 20%	Orders, reports	*Vice-Rector for Strategic Development and Internationalization*	2021-2025	-	Not required
	Trips to the countries of Central Asia in order to attract foreign students	reports	*Vice-Rector for Strategic Development and Internationalization*	2021-2025	-	Own funds
Task 3.3 Development of academic mobility of students and teaching staff						
	Increase in the share of teaching staff teaching in English (of the total number of teaching staff) in 2025 by 15%	Orders	*Vice-Rector for Strategic Development and Internationalization*	2021-2025	2021y.–9900 2022y.–9900 2023y.–3620 2024y.–3620 2025y.–3620	Republican budget and own funds
	Increase in the share of attracted teaching staff and top managers from abroad (of the total number of teaching staff) in 2025 by 3,08%	Orders, reports	*Vice-Rector for Strategic Development and Internationalization*	2021-2025	2021y.–39930 2022y.–39930 2023y.–39930 2024y.–39930 2025y.–39930	Republican budget and own funds
	Increase in the share of teaching staff who attended advanced training courses in English for specialties studying in	Certificates	*Vice-Rector for Strategic Development and*	2021-2025	-	Not required

	three languages (of the total number of teaching staff) in 2025 by 4,6%		*Internationalization*			
	Increase in the share of students studying as part of academic mobility funded by the university (of the total number of students) in 2025 by 0,30%	Orders, reports of the Bologna Process and Academic Mobility Center	*Vice-Rector for Strategic Development and Internationalization*	2021-2025	2021y.–10000 2022y.–10000 2023y.–10000 2024y.–10000 2025y.–10000	Own funds
	Increase in the share of university teaching staff participating in educational and research projects (of the total number of teaching staff) in 2025 by 30,89%	Orders, agreements, reports of the Bologna process and academic mobility center	*Vice-Rector for Strategic Development and Internationalization*	2021-2025	-	Not required
Priority direction 4. The third mission of the university						
Goal: To make an effective contribution to the sustainable development of the southern region of the country						
Task 4.1. The contribution of the university to the development of the economy of the southern region						
	Increase in the share of students studying future specializations for the economy of the region from the total number in 2025 by 50%	Educational programs	*Vice-Rector for Academic, Educational and Methodological Work*	2021-2025	-	Not required
	Increase in the share of joint projects with SEC Shymkent and the Turkestan region, in 2025 by 30%	Orders, Agreements	*Vice-Rector for Strategic Development and Internationalization*	2021-2025	-	Not required
	Increase in the share of project financing from the endowment fund of the university, in 2025 by 40%	Financial statements	*Head of planning and economic department*	2021-2025	-	Not required
	Increase in the share of projects of the Akimat of Shymkent from the number of all projects in 2025 by 25%	Agreements	*Vice-Rector for Strategic Development and Internationalization*	2021-2025	-	Not required
	Increase in the share of export-oriented projects in the total volume of projects in	Agreements	*Vice-Rector for Strategic*	2021-2025	-	Not required

	2025 by 50%		*Development and Internationalization*			
	Increasing the share of exporters in the endowment fund in 2025 by 25%	Financial statements	*Head of planning and economic department*	2021-2025	-	Not required
	Increase in the share of students involved in companies and projects of exporters in 2025 by 50%	Reports	*Vice-Rector for Strategic Development and Internationalization*	2021-2025	-	Not required
	Increase in university income from the number of foreign students in the total income of the university, in 2025 by 50%	Financial statements	*Head of planning and economic department*	2021-2025	-	Not required
	Increase in the share of graduates employed in the field of tourism and tourist services of the total number in 2025 by 3%	Extracts from the unified accumulative pension fund	*Director of the employment and career center*	2021-2025	-	Not required
	Increase in the share of projects with the participation of investors in the region, in 2025 by 28%	Agreements	*Vice-Rector for Research and Innovation*	2021-2025	-	Not required
	Increase in the share of investors in the endowment fund, in 2025 by 15%	Financial statements	*Head of planning and economic department*	2021-2025	-	Not required
	Increase in the share of students involved in companies and projects of investors in the region in 2025 by 20%	Reporting	*Director of the employment and career center*	2021-2025	-	Not required
	Increase in the share of research projects for the preparation of feasibility studies and scientific justifications for investment projects in 2025 by 28%	Agreements	*Vice-Rector for Research and Innovation*	2021-2025	-	Not required
	An increase in the number of attracted large companies (spin-off, knowledge-intensive business services) planning long-term cooperation with the university in 2025 4 companies	Agreements	*Transformation Office Director*	2021-2025	-	Not required
	Increasing the share of attracted highly	Orders, employment	*Transformation*	2021-2025	2021y.–7000	Ministerial budget

	qualified specialists of the region to work at the university in 2025. by 25%	Agreements	*Office Director*		2022y.–9000 2023y.–10000 2024y.–11000 2025y.–11000	and own funds
Task 4.2 Contribution of the university to the socio-cultural development of the region						
	Increase in the share of teaching staff who improved their skills at enterprises/companies in the region in 2025 by 30%	Certificates	*Vice-rector for academic and educational-methodical work*	2021-2025	-	Not required
	Increasing the share of global and republican initiatives in areas such as entrepreneurship and management, education, economics, environmental issues, information and society, public health, in 2025 by 40%	Reporting	*Transformation Office Director*	2021-2025	-	Not required
	Increase in the share of social projects with the business sector in the total volume of university projects in 2025 by 20%	Agreements	*Transformation Office Director*	2021-2025	-	Not required
	An increase in the share of socially vulnerable segments of the population who completed training under the Auezov University programs commissioned by the Akimats of Shymkent and the Turkestan region in 2025 by 30%	Certificates, reporting	*Director of the Transformation Office, Vice-Rector for Educational and Methodical Work*	2021-2025	-	Not required
Priority direction 5. Improving educational and social work, involving young people in the socio-economic development of the country						
Goal: Training of specialists with high personal qualities and capable of adapting to the conditions of modern production						
Tasks 5.1 Formation of national patriotism among the teaching staff, employees studying active citizenship						
	Increasing the number of activities aimed at creating an innovative environment of the university - to improve the quality of educational and social adaptation of students	Reports, protocols	*Vice-rector for social and educational work*	2021-2025	2021y.–6500 2022y.–6900 2023y.–7100 2024y.–7300 2025y.–7500	own funds

	An increase in the proportion of young people covered by activities to strengthen the spiritual and moral values of the patriotic idea «Мәңгілік Ел», the program program «Рухани жаңғыру»	Orders, reports	*Vice-rector for social and educational work*	2021-2025	-	Not required
	Increasing the share of image publications in the media and posts on social networks in order to widely promote the works of the patriotic idea «Мәңгілік Ел», the program «Рухани жаңғыру»	Publications	*Vice-rector for social and educational work*	2021-2025	-	Not required
	Increasing the share of students involved in the activities of youth organizations, student self-government bodies and university collegiate management	Reports, protocols	*Vice-rector for social and educational work*	2021-2025	-	Not required
	Increasing the proportion of students involved in international student organizations	Reports, protocols	*Vice-rector for social and educational work*	2021-2025	-	Not required
	Increasing the number of teaching staff and students involved in sports sections on the formation of a healthy lifestyle	Reports, orders	*Vice-rector for social and educational work*	2021-2025	-	Not required
	Increase in the number of winners and prize-winners of scientific, creative and sports competitions and competitions	Reports, protocols	*Vice-rector for social and educational work*	2021-2025	-	Not required
	An increase in the number of students involved in the volunteer movement, SSO, Zhasyl El, etc.	Reports, protocols	*Vice-rector for social and educational work*	2021-2025	-	Not required
	An increase in the proportion of students covered by activities under the program of psychological and counseling support within the framework of the "Center for Psychological Assistance to Students" of the University	Reports, protocols	*Vice-rector for social and educational work*	2021-2025	-	Not required

	Increasing the share of socially vulnerable students provided with a hostel	Reports	*Vice-rector for social and educational work*	2021-2025	-	Not required
	An increase in the number of students (orphans left without parental care) who are provided with social support	Reports, protocols	*Vice-rector for social and educational work*	2021-2025	-	Not required
Priority direction 6. Effective corporate governance, development of resources and infrastructure						
Goal: Improving the efficiency of administration of all processes of the university, competent personnel and developed infrastructure						
Task 6.1 Effective management and ensuring the competitiveness of the university						
	positions in the world ranking QS World University Rankings, in 2025 in the TOP 300+	Information from the site	*Vice-Rector for Strategic Development and Internationalization*	2021-2025	2021y.–5000 2022y.–7000 2023y.–10000 2024y.–10000 2025y.–10000	Own funds
	rating developing Europe and Central Asia (EECA) in TOP 100 in 2025	Information from the site	*Vice-Rector for Strategic Development and Internationalization*	2021-2025	2021y.–3000 2022y.–5000 2023y.–5000 2024y.–5000 2025y.–5000	Own funds
	positions in the Webometrics ranking in 2025 TOP-5 among the universities of the Republic of Kazakhstan	Information from the site	*Vice-Rector for Strategic Development and Internationalization*	2021-2025	-	Not required
	positions in the national ranking according to IQAA ranking in 2025. TOP-2 among the multidisciplinary universities of the Republic of Kazakhstan	Information from the site	*Vice-Rector for Strategic Development and Internationalization*	2021-2025	2021y.–1000 2022y.–1000 2023y.–1000 2024y.–1000 2025y.–1000	Own funds
	University positioning in social networks	Reporting	*Vice-Rector for Public Relations*	2021-2025	-	Not required
	Development and implementation of a media plan to inform the population about the benefits of non-formal education,	Plan	*Vice-Rector for Public Relations*	2021-2025	-	Not required

	including through popular social networks					
Task 6.2 Creation of a modern HR management system						
	Increasing, %	Administrative department reporting	*Head of Administrative Department*	2021-2025	-	Not required
	Increase in the share of university leaders who completed advanced training in the field of management in 2025 by 60%	Certificates	*Vice-rector for academic and educational-methodical work*	2021-2025	2021y. - 1 256; 2022y. – 1 500; 2023y. - 2 000; 2024y. - 2 500; 2025y. - 3 000;	Own funds
	An increase in the share of teaching staff of holders of the title "Best University Teacher" (of the total number of teaching staff) in 2025 by 0,9%	Administrative department information	*Head of Administrative Department*	2021-2025	2021y. - 300; 2022y. - 300; 2023y. - 400; 2024y. - 500; 2025y. - 500;	Own funds
	Increase in the share of teaching staff awarded with thanks and encouragement (out of the total number of teaching staff) in 2025 by 28.6%	Administrative department information	*Head of Administrative Department*	2021-2025	2021y. - 7900; 2022y. - 8200; 2023y. - 8500; 2024y. - 8700; 2025y. - 9000;	Republican budget and own funds
Task 6.3 Digital transformation of the university						
	Increase in the share of modernization of the network and server infrastructure of the university, in 2025 up to 95%	Information of the Digitalization Department	*Vice-Rector for Strategic Development and Internationalization*	2021-2025	2021y. - 1500; 2022y. - 2000; 2023y. - 2500; 2024y. - 2500; 2025y. - 3000;	Republican budget and own funds
	Increasing the share of digitalization of university management business processes (automation of the main processes):	Information of the Digitalization Department	*Vice-Rector for Strategic Development and Internationalization*	2021-2025	2021y. - 3000; 2022y. - 3000; 2023y. - 4000; 2024y. - 4000; 2025y. - 5000;	Republican budget and own funds
	Increase in the number of Wi-Fi zones of free Internet access in 2025 85 zones	Information of the Digitalization	*Vice-Rector for Strategic*	2021-2025	2021y. - 300; 2022y. - 300;	Own funds

		Department	*Development and Internationalization*		2023y. - 400; 2024y. - 400; 2025y. - 500;	
	Internet access speed increase in 2025 up to 900 Mb/s	Information of the Digitalization Department	*Vice-Rector for Strategic Development and Internationalization*	2021-2025	2021y. - 2000; 2022y. - 2000; 2023y. - 2000; 2024y. - 2000; 2025y. - 2000;	Republican budget and own funds
Task 6.4 Development of university infrastructure						
	Allocation of funds for the development of the educational laboratory (from the general budget of the university) in 2025 up to 4%	Financial statements	*Director of administrative department.*	2021-2025	2021y. - 251232; 2022y. - 300637; 2023y. - 330921; 2024y. - 353531; 2025y. - 390196;	Republican budget and own funds
	Increase in the share of expenses for the development of scientific laboratories from the total budget of the university (%) in 2025 up to 4,5%	Financial statements	*Director of administrative department.*	2021-2025	2021y. - 297757; 2022y. - 328821; 2023y. - 359286; 2024y. - 382196; 2025y. - 438970;	Republican budget and own funds
	Increase in the number of projects for the construction / redevelopment / repair of university buildings	Financial statements	*Director of administrative department.*	2021-2025	2021y. - 310000; 2022y. - 320000; 2023y. - 330000; 2024y. - 340000; 2025y. - 350000;	Republican budget and own funds
	Providing conditions for students with special educational needs (curricula, elevators, ramps, handrails, etc.), in 2025 up to 12000.00 thousand tenge	Reporting	*Director of administrative department.*	2021-2025	2021y. - 10000; 2022y. - 12000; 2023y. - 12000; 2024y. - 12000; 2025y. - 12000;	Republican budget and own funds
	Increase in beds in dormitories in 2025 up to 3052.0 people	Reporting	*Director of administrative department.*	2021-2025	2021y.-500000; 2022y.-700000	Own funds

Conclusion

M. Auezov SKU (Auezov University), as a socially responsible university, forms its development program based on the needs of consumers in the southern region and the city of Shymkent and transforms into a research university within the framework of the “science - business - innovation” model. The university will act as an executor of innovative developments and research, the state will play the role of a customer of developments, and business will be an active consumer of innovations. To this end, a system of strategic planning for the development of the University will be developed and a scientific and technological foresight will be carried out in specialized areas (chemical engineering, mechanical engineering, etc.) Auezov University sets itself the task of becoming Universities 4.0 and directing its priority areas to: the formation of a consolidated control center, capable of demonstrating the ability of the system to self-govern; expanding ties with groups and organizations outside the university; diversifying funding sources, stimulating the entrepreneurial activity of university departments and developing a comprehensive entrepreneurial culture.

Developing a corporate culture, the university aims to apply new norms and principles focused on project, research and entrepreneurial activities. Also, in addition to the constructed and used material infrastructure of innovative activity, new standards of activity are being developed to ensure the commercialization of technologies and the generation of start-ups. As part of the transformation of the university into the NJSC, it is planned to develop the potential of the university management in matters of the corporate governance system; creation of an endowment fund and provision of its regulatory framework, which will make the process of commercial activities of the NJSC transparent and open. According to forecast estimates, by the end of 2025, the implementation of these priority areas will ensure the achievement and growth of the following positive results that determine the socio-economic efficiency of the university:

- leading positions in world university rankings;
- improving the quality of educational services in the context of global trends;
-implementation of innovative educational programs at various levels, integrated with the international educational space;
- attractiveness of the university for foreign citizens and international partners;
- effective integration of science, education and production, focus on ensuring effective technology transfer to the region's economy;
- collaboration of fundamental and applied research in a wide range of priority areas for the development of science, technology and engineering at the world level;
- effective use of human and scientific and technical potential;
- creation of favorable conditions for the development of youth and volunteers, their involvement in the social-economic development of the country.

Implementing a system of strategic quality management M. Auezov South Kazakhstan university intends to form a high level of professional knowledge among graduates of the university, to fully satisfy the needs of a multi-segment labor market, to form a new view of the quality of education and scientific and technical products among consumers of educational services and innovative projects.

The implementation of the University Development Program until 2025 will contribute to the growth of the university's image among the leading universities of the republic, improving the quality of educational programs and training competitive specialists in demand on the labor market and transforming it into a university 4.0 - as a driver of the region's economy.

Normative references

This Strategic Plan for the Development of M. Auezov SKU was developed in accordance with the goals, objectives and main directions of the following regulatory documents of the Republic of Kazakhstan:

1. Strategies "Kazakhstan-2050": a new political course of an established state" dated December 14, 2012.
2. Strategic Development Plan of the Republic of Kazakhstan until 2025 dated February 15, 2018 №636 Astana, Akorda.
3. Law of the Republic of Kazakhstan "On Education" as amended on July 4, 2018 №172-VI LRK, Astana, Akorda;
4. Message from the President of the Republic of Kazakhstan K.K. Tokayev to the people of Kazakhstan dated September 2, 2019 "Constructive public dialogue is the basis of stability and prosperity of Kazakhstan";
5. National project "Quality education "Educated nation", approved by the Decree of the Government of the Republic of Kazakhstan dated October 12, 2021 №726.
6. Law of the Republic of Kazakhstan “On the status of a teacher” dated December 27, 2019 №293-VI LRK, Astana, Akorda.
7. State program of industrial and innovative development for 2020-2025, approved by the Decree of the Government of the Republic of Kazakhstan dated December 31, 2019 №1050.
8. The state program "Digital Kazakhstan" for 2018-2022, approved by the Decree of the Government of the Republic of Kazakhstan dated December 12, 2017 №827.
9. State program for the development of the agro-industrial complex for 2017-2021, approved by the Decree of the Government of the Republic of Kazakhstan dated July 12, 2018 №423.
10. The state program for the development of productive employment and mass entrepreneurship for 2017 - 2021 "Enbek", approved by the Decree of the Government of the Republic of Kazakhstan dated November 13, 2018 №746.
11. Communiqué of Ministers of Education of the Bologna Process 2015, 2018
12. OECD Project: Education 2030, OECD recommendations.
13. Message of the Head of State Kassym-Zhomart Tokayev to the people of Kazakhstan, Nur-Sultan, September 1, 2020
14. On the Anti-Corruption Strategy of the Republic of Kazakhstan for 2015-2025.https://www.gov.kz/memleket/entities/bko-economy/press/article/details/3131?lang=r

Strategic development plan of NJSC " M. Auezov South Kazakhstan University" for 2021-2022, considered and approved at the meeting of the Board of Directors, minutes №4 dated 24.12. 2020.

Amendments and additions to the Strategic Development Plan of the NJSC " M. Auezov South Kazakhstan University" for 2021-2025 considered and approved at the meeting of the Board of Directors, minutes No. 1 dated 25.02. 2022.