

**MINISTRY OF EDUCATION AND SCIENCE  
OF THE REPUBLIC OF KAZAKHSTAN**

**LIMITED LIABILITY PARTNERSHIP  
"KYZYLORDA UNIVERSITY "BOLASHAK"**



# **STRATEGIC DEVELOPMENT PLAN FOR 2020-2025**



**Kyzylorda, 2020**

*Approved by the decision of the Academic  
Council of Bolashak University  
Protocol No. 4 dated 01/24/2020*



**STRATEGIC DEVELOPMENT PLAN  
BOLASHAK UNIVERSITY  
for 2020-2025**

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## INTRODUCTION

The assessment of the effectiveness of the university's activities in all Strategic areas is characterized by the achievement of key target indicators of the University's Strategic Plan for 2020-2025 and the State Program for the Development of Education and Science for 2020-2025, approved by the Decree of the Government of the Republic of Kazakhstan dated December 27, 2019.

Systematic monitoring and adjustment of strategic directions will contribute to successful educational, educational and scientific activities, the development of teaching staff, the growth of international recognition and financial stability of the university. The specified system of the main target indicators and indicators of the university's activity makes it possible to assess the progress and effectiveness of solving the tasks set.

Today, the quality of educational services directly depends on the tools used by Kyzylorda University "Bolashak" in digitalizing the educational process. Digitalization of the educational process in education is developed centrally in a unified methodology and allows us to consider and analyze the activities of the education system as a whole. Digitalization of a certain group of business processes supports the automation of work processes, is focused on the management staff of educational institutions, on consumers of educational services, is integrated into a single corporate information system of the university and flexibly manages the reporting and analytics system.

Kyzylorda University "Bolashak" has an information and software complex "Platonus", which meets modern industrial standards in the field of computer system development and security, designed to provide an automated workplace for all categories of users involved in the educational process. The system is able to automate the process of introducing full-fledged credit technology opportunities in higher education and organize the synchronous work of all participants in the educational process.

Today, the system is a success at the university. Thanks to the created automation of the educational process, all educational processes (attendance, academic performance, grading in classes and exams), procedures for distributing vacant educational grants and places in dormitories are extremely open and transparent today. New methods and technologies for evaluating student achievements have been introduced, which remove corruption risks in the teacher-student relationship system. There is a rich experience of integration with platforms that have proven themselves in the IT services market, such as 1C: HR and Accounting, ActiveDirectory domain catalog, PERCo-S20 access control and management system, Power BI application for building analytics, software system "Anti-plagiarism".

The introduction of IT technologies has allowed our university to launch massive open online courses (MOOCs) and launch an open

education platform that will increase the competitiveness of Bolashak University and improve its position in the rankings.

The knowledge of a modern student becomes the most important source of competitive advantage and acquires an important main focus. In the future, it is planned to transfer technologies at Bolashak University, which will be carried out through the Commercialization Office at the Research Institute.

Bolashak University creates conditions for the dissemination of technological knowledge within the industry, between industries, regions and between countries. The Scientific Research Institute, the Educational Field, the Astaukol Wellness Center and the Agrobiological and Scientific Experimental site Baizhansai, created at the university, represent a modern cluster of engineering and high-tech technologies. Work is underway on the campus to create an artificial ecosystem

Aquaponics and small architecture facilities in order to create an environmentally sustainable and comfortable environment for university staff and residents of the city of Kyzylorda.

Based on the world experience, Bolashak University plans, in partnership with advanced universities in South Korea, leaders of medical education, to prepare a scientific, educational and clinical diagnostic base for an innovative biomedical cluster and open a medical faculty in 2021.

## **1. THE MISSION AND VISION OF THE UNIVERSITY**

**The mission:** Formation of an innovative scientific and educational environment in which the training of in-demand personnel is carried out on the principles of integration of science, education and innovation.

**Vision of the University:** the educational activities of the university are aimed at generating, accumulating, transferring and disseminating advanced knowledge and new ideas. For this purpose, the potential of established scientific schools, research institutes, centers, laboratories, integrated educational and scientific production structures that are the basis of the educational process will be used.

## **2. ANALYSIS OF THE CURRENT SITUATION AND TRENDS IN THE DEVELOPMENT OF RELEVANT AREAS OF ACTIVITY**

Bolashak University was founded in 1995 on the basis of the Kyzylorda Branch of the Moscow State University of Economics, Statistics and Informatics. In 2001, in accordance with the Law of the Republic of Kazakhstan "On Education", in connection with the opening of new specialties necessary for the development of the region, it was renamed Bolashak University.

In 1999-2002, a branch of the L.N.Gumilev Eurasian National University operated on the basis of the university.

In 2005, Bolashak University was awarded the Gold Medal of the International Foundation for Quality Business Practice. In 2006, he was awarded the Gold Medal for "Perfect Reputation" for the development of the Kazakh-Swiss business club.

In the 2019-2020 academic year, he is ranked 8th in the national business ranking.

According to the results of an independent study conducted by the National Business Rating of Kazakhstan, Bolashak University entered the TOP of the industry rating of enterprises of the Republic of Kazakhstan and was awarded the medal and the certificate "INDUSTRY LEADER". The awards confirm the impeccable image, high status and significant contribution to the economy of the Republic of Kazakhstan.

Personnel training is carried out in 42 bachelor's degree educational programs, 6 master's degree educational programs.

The total number of students enrolled is 5085, of which 3,419 are full-time and 1,676 are distance learning.

On a paid basis -3286 students, a grant from the regional akim-88, a presidential grant-44, a state educational order-1.

The rating evaluates the university according to six criteria: credibility in the academic environment, the ratio of the teaching staff to the number of students, reputation among employers, the citation index, the share of foreign teachers and students.

These indicators cover the key strategic missions of universities, for which they are responsible to the participants in the process: the academic community, employers, students and their parents.

The level of university achievements is assessed based on the results of a combination of statistical analysis of the activities of educational institutions (including information on the citation index from the Scopus database), as well as data from a global expert survey of representatives of the international academic community and employers who express their opinions about universities.

The main indicators of the Strategic Plan of the University are aligned and fully correlate with the objectives of the State Program for the Development of Education of the Republic of Kazakhstan for 2020-2025.

The main purpose of the Bolashak University is:

- the formation of an innovative university as a single scientific and educational complex for the training of highly qualified personnel who are able to generate advanced knowledge, constantly improve themselves, increase intellectual capital for the industrial and innovative economy of the country;
- employment of graduates in the first year after graduation according to the state educational order;
- creating the necessary conditions for obtaining high-quality education aimed at the formation, development and professional development of a personality based on national and universal values, achievements of science and practice;
- the development of creative, spiritual and physical capabilities of the individual, the formation of solid foundations of morality and a healthy lifestyle, the enrichment of intelligence by creating conditions for the development of individuality;
- education of citizenship and patriotism, love for one's Homeland - the Republic of Kazakhstan, respect for state symbols and the state language, reverence for folk traditions, intolerance to any unconstitutional and antisocial manifestations;
- education of a person with an active civic position, the formation of needs to participate in the socio-political, economic and cultural life of the republic, a conscious attitude of the individual to his rights and duties;
- familiarization with the achievements of national and world culture; study of the history, customs and traditions of the Kazakh and other peoples of the republic; mastering the state, Russian, and foreign languages;
- ensuring the improvement of the social status of teachers;

-expansion of autonomy, independence of educational organizations, democratization of education management;

- functioning of the national education quality assessment system that meets the needs of society and the economy;

-the introduction and effective use of new learning technologies, including credit, distance learning, information and communication technologies, contributing to the rapid adaptation of vocational education to the changing needs of society and the labor market;

-development of lifelong learning systems that ensure the relationship between general education, on-the-job training and the needs of the labor market and help everyone maximize their personal potential in society based on knowledge and competence;

-integration of education, science and production;

-providing professional motivation for students;

- ensuring the advanced development of technical and vocational education through active interaction with employers and other social partners;

- creation of special conditions, taking into account the individual characteristics of students, for persons (children) with special educational needs to receive education.

In 2020-2025, the university's activities will be aimed at fulfilling the following tasks:

The main directions of this plan are:

1. Increasing the global competitiveness of education and science, personal education and training based on universal human values;
2. Increasing the contribution of science to the socio-economic development of the country;
3. Ensuring the high status of the teaching profession, modernization of pedagogical education;
4. Providing a safe and comfortable learning environment;
5. Implementation of an updated quality assessment system for students, teachers and educational organizations based on best practices;
6. Ensuring continuity and continuity of education, vocational training in accordance with the needs of the economy and regional characteristics;
7. Ensuring the intellectual, spiritual, moral and physical development of students;
8. Equipping the educational organization with digital infrastructure and modern material and technical base;
9. Implementation of the vertical system of management and financing of education;
10. Strengthening the intellectual potential of science;
11. Modernization and digitization of scientific infrastructure;
12. Improving the effectiveness of scientific research and ensuring integration into the scientific space.

## **Tasks:**

### **2.1. To ensure the high status of the teaching profession, to modernize pedagogical education**

The education system should help retain talented teaching staff.

To improve the working conditions of teachers in order to strengthen their motivation to improve the quality of education and upbringing. Measures are envisaged to expand the social package of a teacher within the framework of the implementation of the laws of the Republic of Kazakhstan. A system of rationing the teacher's work will be studied and developed, including teaching, educational, educational, organizational and pedagogical activities.

Teachers of Bolashak University will take advanced training courses in classroom and distance forms, allowing them to improve their pedagogical skills to ensure continuity between levels of education. The approach to professional development of teachers will change in the direction of ensuring continuous professional development, providing for systematic post-course support, further changes and improvement of teaching practice.

The content of the advanced training course programs will include the optimal ratio of subject, psychological, pedagogical, social and other competencies necessary for a teacher to implement all types of pedagogical activities. The course programs will contain a component to ensure that the teacher cascades the dissemination of acquired knowledge and skills in the teaching staff. The high-quality content of the course programs will contribute to the qualitative growth of students' knowledge.

The professional development system will provide for the possibility of choosing a course provider based on a voucher system. Teachers of Bolashak University through ActionResearch and LessonStudy will improve their own teaching practice, as well as share their experience with other teachers.

Comprehensive work will be carried out to form a positive image of a teacher through the placement of information that helps to increase the prestige of the profession, teachers will take part in the republican competitions "The Best teacher", "The Best teacher", "The Best teacher of Kazakhstan". They will participate in competitions for receiving state awards of the Republic of Kazakhstan "Kazakhstan enbek sinirgen ustasy" and the annual national award "Ulagat" among teachers at the expense of patrons.

In order to actively involve the teaching community in the discussion of topical issues of education and support for talented teachers, conditions will be created for the formation of expert and professional public associations.

### **2.2 Modernization of teacher education, the system of entry into the profession and continuous professional development of a teacher**

In order to improve teacher education, the university "Bolashak" will be profiled, providing training in pedagogical specialties. There is close scientific and practical cooperation between Bolashak University and other universities and colleges.

By 2021, teacher training programs will be updated by 100% in accordance with the professional standard.

It is planned to increase the duration of teaching practice and pay teachers for the management of the practice at the expense of the state educational order and educational grants.

Since 2021, graduates of pedagogical specialties will be certified for professional skills.

As part of the implementation of the certification system for teaching staff, work will continue to improve the content, mechanisms for passing National qualification testing, digitalization and the independent right to upgrade and confirm qualifications in accordance with the qualification requirement.

The Bolashak University will train teachers who will teach subjects in three languages in multilingual groups. Bolashak University will have foreign partners.

### **2.3. Teacher status**

In the Republic of Kazakhstan, the special status of a teacher is recognized, which provides conditions for his professional activity. A person has the status of a teacher during the period of professional activity in the field of education and being in an employment relationship with a relevant organization in accordance with the procedure established by the legislation of the Republic of Kazakhstan.

Pedagogical ethics is based on the principles of legality, integrity, responsibility, respect for the honor and dignity of the individual. Violation of pedagogical ethics is a disciplinary offense and entails disciplinary responsibility of the teacher in accordance with the labor legislation of the Republic of Kazakhstan. The University has developed and approved the Pedagogical Ethics of the University.

### **2.4 Council on Educational Ethics**

1. The activities of the Council on pedagogical ethics shall be carried out in accordance with the procedure determined by the educational organization on the basis of the standard rules for organizing the work of the Council on pedagogical ethics, approved by the authorized body in the field of education.

2. The decisions of the Council on Pedagogical Ethics are advisory in nature. The decision to bring a teacher to disciplinary responsibility is made by an act of the head of the educational organization, taking into account the recommendation of the Council on pedagogical ethics.

3. When considering the issue of compliance with pedagogical ethics, the teacher has the right to:

- 1) receiving written information about the issue under consideration;
- 2) familiarization with all materials on the issue under consideration;
- 3) protection of their rights and legitimate interests in all ways that do not contradict the law personally or through a representative in accordance with the procedure established by the legislation of the Republic of Kazakhstan;
- 4) receipt of the decision in writing;
- 5) appeal against the decision in accordance with the procedure established by the legislation of the Republic of Kazakhstan. The proceedings against the teacher and the

decisions taken on their basis may be made public only with his consent.

## **2.5 Responsibility for violation of the legislation of the Republic of Kazakhstan in the field of education**

The Law of the Republic of Kazakhstan "On Education" in article 67 provides "Violation of the legislation of the Republic of Kazakhstan in the field of education entails liability in accordance with the laws of the Republic of Kazakhstan. The rules of labor regulations, labor discipline and labor relations of teaching staff and the responsibility of the head of the educational organization are regulated by articles 63,64,65 of the Labor Code of the Republic of Kazakhstan. Also, article 45 establishes norms on labor relations and on the responsibility of heads of educational organizations.

Bolashak University, in compliance with the requirements of the legislation of the Republic of Kazakhstan, is working to update legal acts, familiarize teaching staff with the norms of the Labor Code of the Republic of Kazakhstan, the norms of the Law of the Republic of Kazakhstan "On Education" and with the correct application of the Law of the Republic of Kazakhstan "On Combating Corruption" by teaching staff and persons equated to them. Ethical control in the field of education is an important means not only to strengthen the moral and moral motivations for the proper performance of official duties of teaching staff, but also a tool for preventing negative consequences from conflicts of interest, corruption offenses.

## **2.6 The work of the Ethics Commissioner and the Anti-Corruption Commission.**

Anti-corruption planning is a key mechanism for systematically eliminating the causes and conditions that create corruption. Anti-corruption planning at Bolashak University will be implemented within the framework of the Action Plan for 2020 - 2022 for the implementation of the Anti-Corruption Strategy of the Republic of Kazakhstan for 2015-2025 and combating the shadow economy, as well as a comprehensive plan to combat corruption in the field of education and science of the Republic of Kazakhstan for 2020-2022, approved by Order of the Minister of Education and Science of the Republic of Kazakhstan.

The action plan for the anti-corruption activities of Bolashak University covers the main areas of activity defined by the Anti-Corruption Strategy. The plan reflects anti-corruption measures in accordance with the Law of the Republic of Kazakhstan "On Combating Corruption", which, according to Article 6, obliges all subjects of anti-corruption to implement a wide range of measures. These include measures such as anti-corruption monitoring and internal analysis of corruption risks.

The plan provides for monitoring the implementation of the Anti-Corruption Strategy in the field of education, but at the same time, the plan clearly outlines the procedure for monitoring the implementation of the Comprehensive Plan with the possibility of correcting it and carrying out "work on mistakes" in the process of its

implementation.

The implementation of comprehensive anti-corruption measures is a key tool for leveling corruption risks in the University's activities. At the time of the analysis, according to the data provided by the Ethics Commissioner and the Anti-Corruption Commission, it is planned to achieve positive results in the implementation of anti-corruption measures.

As a result of the implementation of the anti-corruption plan, the following results will be achieved:

- Broadcasts of social audio and video clips were carried out to explain the main directions of the state's anti-corruption policy aimed at forming intolerance among citizens to manifestations of corruption;

- Measures have been provided in the field of creative development, patriotic education and strengthening of civil society to form an anti-corruption culture among students;

- a set of measures was carried out to form an anti-corruption culture in youth policy;

- anti-corruption monitoring and internal analysis of corruption risks have been carried out.

The progress of the implementation of the anti-corruption plan of Bolashak University for 2020-2022 will be reflected on the official Internet resource of the University, which will create conditions for obtaining an external assessment of the anti-corruption policy pursued by the Ministry of Education and Science of the Republic of Kazakhstan and, accordingly, increase the effectiveness of its implementation through public control. The action plan for highlighting the anti-corruption activities of Bolashak University at the briefings of the first leaders will be implemented and will be reflected in writing in the reports.

According to subparagraph 5 of Article 6 of the Law of the Republic of Kazakhstan "On Combating Corruption", the system of anti-corruption measures includes the formation and observance of anti-corruption standards.

Bolashak University has developed Anti-corruption Standards with the participation of the public.

According to subparagraph 3) of Article 4 of the Law of the Republic of Kazakhstan "On Combating Corruption", one of the basic principles of combating corruption is the principle of transparency and transparency.

In modern conditions, the success of the implementation of this principle depends on the fulfillment by state bodies of the requirements of laws and other regulatory legal acts of the Republic of Kazakhstan aimed at ensuring openness and transparency of activities through the provision of open access to information by posting information on their own Internet resources.

According to Article 9.16 of the Law of the Republic of Kazakhstan "On Access to Information" and the Order of the Acting Minister for Investment and Development of the Republic of Kazakhstan dated January 28, 2016 No. 116 "On approval of the Rules for filling Internet resources of state bodies and requirements for their content, including requirements for coverage of activities in the field of anti-corruption and accessibility of information on the Internet-resources for

people with disabilities" on the official Internet resource of the Bolashak University there is a section, The anti-corruption plan of the University, internal regulatory documents related to anti-corruption issues, reporting information on the implementation of the anti-corruption plan for 2020-2022 will be systematically posted in it.

## **2.7 SWOT analysis of the education system:**

### **1. Strengths**

- 1) ensuring the continuous professional development of teaching staff;
- 2) updating the content of education;
- 3) the introduction of dual training;
- 4) expansion of academic freedom;
- 5) the growth of the publication activity of the teaching staff (hereinafter – faculty) and scientists;
- 6) openness;
- 7) striving for international partnership;
- 8) transparency of decisions;
- 9) subscription to scientific databases.

### **2. Weaknesses**

- 1) aging of the settled personnel;
- 2) weak connection between science, education and production;
- 3) poor level of foreign language proficiency of teaching staff;
- 4) insufficient use of scientific databases by teaching staff and researchers;

### **3. Opportunities**

- 1) the attention of the state to the education system;
- 2) training on international grants and programs;
- 3) expansion of cooperation with Central Asian countries.

### **4. Threats**

- 1) Talent drain;
- 3) the growth of competition due to the globalization of education;
- 4) reducing the need for full-time training due to the development of IT;
- 5) the imbalance of labor resources;
- 6) the passivity of stakeholders in ensuring the quality of higher education;
- 7) the unattractiveness of Kazakh education for foreign students;
- 8) the unwillingness of the professional community to participate in the educational process and certification of specialists;
- 9) active competition from educational institutions of higher and post-secondary education;
- 10) the outflow of personnel to other areas.

### **3. STRATEGIC DIRECTIONS, GOALS, OBJECTIVES, TARGET INDICATORS AND EXPECTED RESULTS**

#### **Strategic direction:**

#### **3.1. Qualified quality of education.**

**Objective:** To increase the global competitiveness of Kazakhstan's education and science, education and training of the individual on the basis of universal values.

To achieve this goal, it is necessary to solve the following tasks:

#### **Tasks: To ensure the high status of the teaching profession, to modernize pedagogical education**

- To provide a safe and comfortable learning environment;
- To implement an updated system for assessing the quality of students and teachers based on best practices;
- To ensure continuity and continuity of professional training in accordance with the needs of the economy and regional characteristics;
- To ensure the intellectual, spiritual, moral and physical development of students;
- To equip with digital infrastructure and modern material and technical base.

#### **Qualified quality of education.**

<b>Indicators</b>	<b>Unit of measurement</b>	<b>2019-2020</b>	<b>2020-2021</b>	<b>2021-2022</b>	<b>2022-2023</b>	<b>2023-2024</b>
The ratio of the number of students enrolled in postgraduate education programs by state order to the number of undergraduate students by state order	%	1%	3%	5%	7%	10%
The share of international students (bachelor's, Master's, PhD) from the total number of students	%	1%	3%	5%	7%	10%
The share of educational programs that have passed international accreditation in agencies that are full members	%	50	65	85	90	100
The number of educational programs of higher and postgraduate education implemented in English	Units	-	3	5	7	10
The number of joint educational programs of higher and postgraduate education, including double-degree educational programs	Units		3	5	7	10
The proportion of university graduates who studied under the state educational order, who were employed in the first year after окончания вуза по специальности	%	-	-	100	100	100
The university's position in the QS WUR ranking	Place	-	700	650	630	600
The University's position in the NAAR	Place		10	9	7	5

rating (Independent Accreditation and Rating Agency)						
The University's position in the NCAOKO rating (Independent Kazakhstan Agency for Quality Assurance in Education)	Place	-	10	8	6	5

Monitoring of educational activities is carried out at the university on a regular basis according to the developed criteria and indicators formed according to the following blocks:

1. Student body;
2. The contingent of the teaching staff;
3. Academic mobility;
4. Educational programs;
5. Professional development of teaching staff;
6. The university's position in the rankings;
7. Employment of graduates;
8. The amount of funds raised from the provision of educational services, including the export of educational services.

### **Expected results:**

1. Development and renewal of human resources through continuous professional development, self-development and professional excellence, the introduction of modern educational technologies. An increase in the number of certified teaching staff and practical teachers.

2. Implementation of a model of advanced training and professional retraining that meets the real needs of employers. Increasing employers' satisfaction with the quality of graduates' professional training.

3. Increasing student satisfaction by building an individual learning trajectory and converting educational programs from universities around the world, diversifying educational programs, and digitalizing the educational process.

4. Updating and improving educational programs based on strengthening fundamental training, combining the educational process and scientific research, using research results in educational programs; modernization of the educational process of the university, aimed at achieving the level of international research universities.

5. Expansion of the area of international academic mobility of students and teachers.

6. International accreditation of all educational programs in recognized international agencies.

7. Qualitative and quantitative increase in international double-degree education programs with leading foreign universities.

8. Successful employment of at least 90% of graduates during the first year after graduation.

### **3.2. Strategic direction:**

## **Implementation of the vertical management and financing system**

**Goal: Increasing the contribution of science to the socio-economic development of the country.** To increase business interest in investing in science, measures will be taken to improve the effectiveness of scientific research (obtaining patents, developing new technologies).

The achievement of this goal will be measured by the following target indicators:

To achieve this goal, it is planned to solve the following tasks:

-Strengthen the intellectual potential of science;

-Modernize and digitize the scientific infrastructure;

-To increase the effectiveness of scientific research and ensure integration into the global scientific space.

### **Tasks:**

#### **1) Strengthen the intellectual potential of science**

Support for young scientists will be provided within the framework of ongoing competitions for grant funding, as well as directly within Bolashak University. Active support for young scientists at all stages will be provided through an increase in the number of internships, the allocation of scientific grants for young groups of scientists, and the involvement of foreign scientists to implement Kazakhstani projects.

In order to actively involve young people in science, an association of young scientists will be established at the university, and regional scientific forums will be held to popularize science and increase the number of young scientists, popular scientific journals will be created and maximum propaganda of the image of the scientist's profession will be carried out.

The goals of the new HR policy at the university are (1) the introduction of strategic HR management, (2) a new architecture of positions, (3) competitive remuneration.

A set of works will be carried out on the implementation of strategic HR management in three areas: the development of scientific potential, strengthening the personnel reserve and the development of leaders. At the same time, the transformation of the university will take place through the introduction of corporate governance, flexible financing and managerial independence.

Programs will be implemented to retrain the staff and management of the university and attract successful foreign scientists to Bolashak University.

Researchers will be trained in the professional skills of preparing applications for scientific projects with the involvement of foreign experts.

At the university, much attention will be paid to stimulating high scientific achievements, attracting and consolidating young talents and the most productive scientists in science. A "Gylym talimger/Scientific

Mentor" will be introduced, which will ensure continuity between the younger generation and experienced scientists. Master's degree programs will be improved in terms of teaching academic writing in English, research methodology.

The introduction of the new position architecture provides for the introduction of positions that correspond to international practice.

Measures to increase the salaries of scientists will be reviewed. When planning expenses within the framework of basic, grant and program-targeted financing, wage standards will be introduced with the establishment of minimum and maximum wages for each position in the research group. A system of salary allowances will be developed depending on the individual achievements of the scientist and his collective achievements as part of a research group or structural unit.

## **2)Modernize and digitize the scientific infrastructure**

Taking into account the trends of digitalization, the university will develop a set of measures to update and modernize the scientific infrastructure.

Measures will be worked out to modernize the infrastructure of science (major repairs, equipment upgrades, development of web resources, information systems of scientific organizations, licensed software, international certification and standardization) and the development of digital skills of scientists (certified trainings).

State services for accounting of scientific, scientific and technical projects and programs financed from the state budget and reports on their implementation, acceptance of works for prizes in the field of science, state scientific scholarships, conducting state scientific and technical expertise, accreditation of subjects of scientific and (or) scientific and technical activities, etc. will be automated. As a result of the implementation, the availability and quality of services provided in the field of scientific and scientific-technical activities will increase.

To implement strategic objectives and expand academic, personnel, organizational and financial autonomy, innovative management will be introduced at the university, the organizational and administrative environment and decision-making system will be redesigned.

To increase the efficiency and transparency of the university's activities, the development of collegial governing bodies and councils will continue.

The university will form a personnel reserve of managers from among the leaders in their field – the program "Head of a new formation".

A digital ecosystem of education will be formed at the university. To do this, the university will switch to digital and intelligent management services. An interactive online map of the university will be created with the provision of information to the public about the university, the results of the analysis of their resource availability and effectiveness, availability

of free places, online verification of diplomas.

In order to build objective educational monitoring, work will continue on the development of the National Educational Database (hereinafter –NOBD) with integration with databases of government agencies and disparate educational systems, including Bolashak University. To increase the transparency and effectiveness of the education management system, the NOBD will monitor the trajectory of the student's educational process from preschool education to the moment of employment. Starting in 2020, BUT the database will function online. There will be a system for verifying the authenticity of educational documents based on blockchain technologies.

In order to ensure financial conditions and sustainable development of higher and postgraduate education, new approaches to financial management will be worked out based on the world's leading practices (differentiated grants; result-oriented budgeting, credit per capita financing). It is planned to increase the cost of the state order, as well as the transition to digitalization of the procedure for accepting documents.

An educational grant in higher and postgraduate education will be issued to a student with a voucher with the right to transfer to another university on a co-payment basis.

A voucher-modular approach will be studied and tested in the system of advanced training of teaching staff, which provides the teacher with the opportunity to choose the organization, content and duration of training funded on the basis of a per capita standard.

### **3) To increase the effectiveness of scientific research and ensure integration into the global scientific space**

Improving the effectiveness of science, taking into account world practice in determining and predicting the horizons of the future in the field of science, technology, and innovation, Bolashak University will conduct foresight research and monitor current scientific trends in various scientific fields. Based on the results of foresight and analysis, an updated list of priority scientific areas, interdisciplinary scientific programs, key products, services, technologies for the long term, focused on the needs of the real market, will be formed.

A set of measures will be taken to improve the effectiveness of science. To do this, key performance indicators will be developed and implemented, focused on the final effectiveness of R&D and increasing the demand for scientific results from industry and business. The impact of scientific research results on the socio-economic development of the country will be regularly assessed.

The university will review the requirements for publications for the publication of the main results of scientific activity, in particular, it provides for mandatory "blind" reviewing, compliance with the necessary technical standards, and raising the level of editorial boards and reviewers.

### **3.3 Strategic direction: Science and innovation**

**Purpose:** To develop and improve the effectiveness of scientific research and innovative developments, to contribute to the development of system-forming sectors of the economy, science and education.

**Tasks:**

- Transformation of Bolashak University into a modern innovative research university with effective integration of science, education and innovative production.

- Ensuring the unity of the educational process and scientific research, expanding the research component in the educational process;

- Implementation of promising research projects to increase the international recognition of the university, the effectiveness of research work, integration and implementation of the results of scientific activities of the university in the real sector of the economy;

- Development of activities aimed at creating high-tech scientific and technical products and materials;

- Expansion of international scientific and technical cooperation with educational institutions and scientific and production companies of foreign countries;

- Increasing the publication activity of the University's teaching staff in order to enter the international scientific and educational space;

- Improvement of the system for monitoring and evaluating the effectiveness of scientific research;

- Bringing the results of most scientific research to a commercialized marketable product.

**Key indicators of the strategic direction**  
**Science and innovation:**

Indicators	2019	2020	2021	2022	2023
The number of ongoing scientific projects (grant, DCF)	1	1	1	2	2
The number of scientific projects carried out jointly with enterprises and business structures	-	-	-	-	1
The number of international scientific projects being implemented	-	-	-	-	1
The total number of publications in rating journals indexed by Scopus	3	5	7	10	15
The number of publications in scientific publications of the Republic of Kazakhstan recommended by the KKSON of the Ministry of Education and Science of the Republic of Kazakhstan	15	20	20	25	30
The number of international conferences, symposiums, round tables, scientific seminars held	2	5	7	7	7
The number of scientific laboratories equipped with modern equipment	-	-	2	4	5
The number of commercialized developments and innovations	-	-	-	-	1
The number of patents and other security documents received: patents for inventions, patents for industrial designs, utility models and copyrights	1	1	1	2	3

Monitoring of research activities is carried out at the university on a regular basis according to the indicators developed by the criteria, formed according to the following blocks:

1. The result of scientific and technical activity (the volume of scientific output).
2. The level of recognition of the results of scientific activity.
3. The level of implementation of the results of scientific activity.
4. Scientific potential (teaching staff, researchers, students involved in research activities).
5. Research and development financing.

**Expected results:**

1. Creation of a modern research university capable of competing with leading research centers and universities.
2. Creation of an effective scientific infrastructure of the university that meets modern requirements.
3. Creation of new technologies, obtaining new knowledge from the implementation of joint projects with international scientific foundations and leading universities of foreign countries.
4. Integration with the world's leading universities to train scientists in the field of high-tech technologies to diversify the country's economy.
5. Creation of a system of scientific and educational programs of projects with strategic partners involving their human, technological and intellectual resources for practice-oriented training of students.

6. Formation of a competitive research and development sector: development of institutions for the use of research results;  
The development of an effective innovation environment that ensures the interaction of the research and development sector with educational, research institutions and private organizations.
7. Strengthening the research base of the University with the involvement of international and Kazakhstani sources of scientific and technical information.
8. Increasing the competitiveness of scientific research and integrating the university into the research space.

### **3.4 Strategic direction**

#### **Expansion of international cooperation**

**Objective:** To develop international cooperation, increase the international recognition of the university, ensure the quality of educational and scientific activities at the level of modern world requirements.

**Tasks:**

-Improvement of the system of integration into the world scientific and educational space, cooperation with world educational and scientific centers.

-To promote the comprehensive representation of the university in the international educational and research space by organizing information exchange, initiating and coordinating the participation of a wide range of scientists and university staff in international projects.

-Establishment of direct partnerships and cooperation with domestic and international universities, foundations and organizations to ensure the improvement of the educational process, professional development of teachers and the quality of training of specialists of different skill levels.

**Key indicators of the strategic direction  
Expansion of international cooperation:**

<b>Indicators</b>	<b>Unit of measurement</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Number of agreements within Consortia/Clubs/Associations (Partnership and Membership)	Units	2	5	9	12	20
Number of international students	Units	25	00	200	300	400
The number of attracted teaching staff from near and far abroad	Units	2	5	7	9	12
The number of international conferences, symposiums, round tables, scientific seminars held	Units	2	5	7	10	12
The number of agreements and contracts with foreign partner organizations	Units	20	0	40	50	60
Number of grants from international programs and foundations	Units	-		2	3	4
The number of projects implemented within the framework of international cooperation agreements, including established Consortia	Units	1		5	7	10
The number of joint programs within the framework of international cooperation agreements, including established Consortia	Units	2		6	8	10

Monitoring of the expansion of international cooperation is carried out at the university on a regular basis according to the indicators developed by the criteria, formed by subsequent blocks:

1. International recognition.
2. The contingent
3. Cooperation with foreign universities and research organizations.
4. Integration into the global educational space.

**Expected results:**

1. Development and management of international relations in the field of education, science and innovation, and other international contacts.
2. The system of cooperation with foreign organizations: conclusion of agreements with leading international universities on student exchange, exchange of teaching staff.
3. Implementation of joint international programs and grants.
4. Expanding the opportunities for internships for university teachers, increasing the participation of employees and students in international programs and projects in the field of education and science.

5. An increase in the number of foreign specialists and scientists involved in the scientific and educational activities of the university.

6. An increase in the number of agreements with foreign universities on cooperation in the field of academic exchange of scientists and students.

7. The development of academic mobility through the practical training of students in universities and enterprises of foreign countries.

8. Increasing interaction with foreign commercial, non-profit and public organizations, institutions, societies and foundations aimed at improving international activities, as well as scientific and innovative activities and development.

### **3.5 Strategic direction**

#### **Improving educational and social work, involving young people in the socio-economic development of the country.**

**Purpose:** Formation of the personality of a future specialist together with an active civic position, high spiritual and moral, interfaith, interethnic and legal culture.

#### **Tasks:**

-Improvement of the system of social and educational activities at the university;

- Increasing civic engagement and patriotism of young people;

-Introduction of effective forms of work with students, technologies, assessment of the quality of educational work;

-Development of ethics and culture of the university based on the best traditions of higher education;

-Conducting legal education, forming an anti-corruption culture among students;

Improving the effectiveness of partnerships with student organizations, strengthening the role of student government in the management of the educational process;

-Strengthening the role of Bolashak University as a scientific and methodological center for youth education, strengthening the public image of the university.

**Key indicators of the strategic direction**  
**Improving educational and social work, involving young people in the socio-economic development of the country:**

Indicators	Unit of measurement	2019-2020	2020-2021	2020-2021	2022-2023	2023-2024
Number of youth organizations at Bolashak University Kyzylorda	Units	10	15	20	25	30
The share of student social projects implemented on a grant basis (of the total number of projects)	%	4,3	4,5	5	5,5	6
The proportion of students covered by educational activities out of the total number of students.	%	86	88	89	90	91
The proportion of university staff and teaching staff covered by social benefits from the total number of teaching staff	Units	63	64	64	65	66
The proportion of students provided with housing in dormitories from the total number of those in need.	%	100	100	100	100	100
The number of students enrolled at the expense of sponsorship funds.	Units	10	15	20	30	40
Number of sponsored scholarships	Units	10	15	20	30	40
The number of students, winners of national, city, international subject Olympiads, sports competitions, creative talent contests	Units	20	40	60	70	100
The development of the Debate movement (number of debaters)	Units	2	5	10	15	20

Monitoring of educational and social work, the involvement of young people in the socio-economic development of the country is carried out at the university on a regular basis according to the indicators developed by the criteria, formed according to the following blocks:

1. Involving students in organizations;
2. Club and circle activities, debate movements;
3. Working with students;
4. Development of pedagogical ethics, integrity of culture, responsibility, work with personnel and formation of an anti-corruption culture;
5. Social support for students;
6. Social support for employees;
7. Achievement of results and indicators.

**Expected results:**

1. Increasing the indicator and effectiveness of social and educational activities;
2. Increasing the degree of representation of the university in socially significant

events at the city, regional and international levels, increasing the number of prize-winners, laureates;

3. Development of the regulatory, infrastructural, and legal framework for conducting social and educational work;

4. Increasing student engagement in socially significant activities;

5. The stability of the principles and beliefs formed by students in their daily, educational, research, social and work activities;

6. Improving the academic and labor discipline of student groups;

7. The formation of a positive socio-psychological climate in student groups, the absence of offenses;

8. Increasing the proportion of students with postgraduate education;

9. Providing conditions for the formation of students' needs for spiritual, moral, aesthetic, multicultural, intellectual and creative development, physical improvement and on the basis of a healthy lifestyle;

10. Creation of socio-cultural and educational conditions for the development of a comprehensively developed personality of a specialist, creatively thinking, capable of self-improvement and self-realization, possessing responsibility and civic consciousness;

11. Strengthening the role of the scientific, methodological and practical center for youth education, strengthening the positive public image of the university.

### **3.6 Strategic direction**

#### **Infrastructure development and implementation of the latest information technologies**

**Objective:** To create and develop infrastructure in order to ensure the high quality of educational services and scientific research carried out by the university based on environmental protection criteria.

#### **Tasks:**

-Modernization of the University's infrastructure facilities: reconstruction and strengthening of the material and technical base of the university;

-Improvement of the quality management system, ensuring safe and comfortable learning conditions, accommodation and recreation for students and teachers;

-Development of an information system and network infrastructure integrating the data source and information flows of all subjects of the university complex, as well as aspects of their activities;

-Development of information, innovation and network infrastructure of the university, automation of university management;

--Development of innovative IT infrastructure projects: G-Global, OnlineEXPO;

-Effective use of financial resources, attraction of additional sources.

**Key indicators of the strategic direction  
Infrastructure development and implementation of the latest  
information technologies:**

<b>Indicators</b>	<b>Unit of measurement</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Equipping production centers, technology parks, business incubators, laboratories with modern technological equipment	%	68	71	73	80	83
The share of updating the educational and laboratory base	%		1	2	3	4
The number of information resources, databases of foreign scientific and information resources to which access is open	Units	1	3	5	6	6
Replenishment of the library fund with new relevant publications and literature	Thousand tenge	1899469	30894159	3298357,49	3528193,239	3781012,6
Provision of the educational process with classroom and other premises	%	94	94	97	100	100
Number of educational and laboratory facilities	Units	3	3	3		
Implementation of an IT infrastructure management automation system	%	80	82	85	85	90
The number of construction/redevelopment/energy-efficient design projects on the university grounds based on nature conservation criteria.	Units	1	1	2	4	5
The number of agreements with urban organizations for the collection, disposal, and recycling of waste.	Units					
The share of the area with green spaces from the total area of the campus	%	50	80	80	98	100
Provision of multimedia equipment for the classroom fund	%	40	60	70	80	85
Implementation and development of information security	%	75	75	80	80	85
Development of a video surveillance system	%	50	50	90	95	95
Development of information systems for automation of university business processes	%	50	70	75	80	85

Monitoring of the development of the campus infrastructure is carried out at the university on a regular basis according to the developed criteria and indicators formed according to the following blocks:

- University environment;
- Development of infrastructure for educational and research activities;
- Energy efficiency;
- Logistical support.

**Expected results:**

1. Creation of an optimal property complex as a resource to ensure an adequate level of university education in accordance with current educational

standards, safety and labor protection standards.

2. Improvement of the architectural and landscape design of the university campus, reflecting its corporate identity.
3. Creation and operation of a system of work to meet the requirements of standards, norms and rules for the elimination of deficiencies in the technical part of the property complex.
4. Getting money savings through the implementation of measures to improve the energy efficiency of the university.
5. Replenishment of the information environment of the university with modern personal computers, machines and equipment, educational and methodical literature in accordance with modern requirements.
6. Completion of construction and commissioning of a 500-bed dormitory.
7. Completion of construction and commissioning of the building of the House for teachers.
8. Completion of construction and commissioning of the building of the innovation cluster.
9. Equipping departments, laboratories, research institutes, production centers, technoparks with modern educational and laboratory equipment.

### **3.7 Strategic direction**

#### **Formation of an effective financial management strategy of the university based on the introduction of innovation**

**Objective:** to identify priority areas and effective ways of investing financial resources in order to fulfill the main statutory tasks of the university in the field of education and science, a qualified approach to ensuring the sustainable development of the university.

**Tasks:**

- generation of an effective financial mechanism for managing monetary relations and transactions, as well as other types of financial restructuring activities of the university;
- automate all the complex organizational processes of planning, accounting, control and analysis of the university's activities;
- development and implementation of a set of measures aimed at strengthening the competitiveness of the university and having a significant impact on the level of development of national education both in the domestic and global markets;
- financial modeling, which is based on modern principles of financial management of the university, including organizational concept, financial analysis, time value of money, risk and profitability, corporate financing.

**Expected results:**

1. Creation of an effective system of medium-term financial and economic forecasting of the university's income level for certain types of activities for

- timely decision-making on the redistribution of resources to priority areas;
2. Creation of a real-time monitoring system for university income and expenses based on modern information technologies;
  3. Improving the effective regulatory framework of the University's financial and economic activities;
  4. Improving the system of stimulating scientific and pedagogical workers and material support for various forms of educational work with students, the development of physical culture and sports;
  5. Attraction of budgetary and extra-budgetary funds for scientific and innovative activities;
  6. Development of new mechanisms for financing educational activities of departments;
  7. Development of additional activities;
  8. Rational use of material and information resources and increasing the efficiency of spending university funds through the development of a system of intra-university distribution competitions;
  9. Development of a system of benefits, discounts, allowances, loans for students, employees and teaching staff;
  10. The introduction of a corporate financial and economic process management system will lead to financial stability and ensure the modernization and construction of the campus infrastructure, in accordance with the new plan in the following areas: research and educational activities; improvement of the socio-cultural life of students and teaching staff; creation of an innovative campus.
  11. Creation of the Endowment Fund to meet the needs of the University from 2020.

## **4. THE MAIN DIRECTIONS, WAYS TO ACHIEVE THE GOALS OF THE PROGRAM AND APPROPRIATE MEASURES**

The main directions of this Program are:

- development of the human resources potential of the education and science system;
- modernization of the content of education at all levels;
- infrastructure development and digitalization of education and science;
- transformation of the education management and financing system;
- modernization of research activities.

### **4.1 Interaction of the university with schools**

1. Development of a mechanism to support educational institutions with low performance, socially vulnerable categories of students.

At Bolashak University, it is planned to work out simplified mechanisms for admission to universities for outstanding achievements, including for winning the most prestigious international subject Olympiads. Within the framework of autonomy, the University will have the right to provide targeted privileges to applicants who are talented in various fields.

In order to support gifted children and use their potential for the country's economy, the winners of international Olympiads, republican subject Olympiads, creative contests and sports competitions, the list of which is approved by the authorized body in the field of education, will be exempt from final exams, UNT and directly enrolled in universities.

11th grade graduates who have passed the unified exam will participate in the competition for the placement of a state educational order based on its results.

At Bolashak University, in order to ensure accessibility of higher education for young people, the number of grants will be increased at the expense of local executive bodies, employers, including for target groups (socially vulnerable categories and low-income). It is planned to revise the system of distribution of state educational grants in favor of not only the academic achievements of the applicant, but also his socio-economic status.

2. It is planned to implement a national cultural and educational project "The Debate movement of students "Ushkyr oi alany". Debate centers and clubs will be opened.

The educational project "Students and Theater" will be implemented in order to involve students in the world of theatrical art.

It is planned to implement social projects of the student volunteer project "Kogamga kyzmet".

Since 2020, the Student Social Credit project has been implemented to increase the proportion of students of higher educational institutions involved in voluntary socially oriented, socially useful activities in the

interests of individuals and (or) legal entities, through their financial incentives in the form of providing a social student loan.

A network of modern youth innovative design and engineering centers and research sites will be created. Work will continue to involve Bolashak University students in self-government bodies, student parliaments, clubs, youth affairs committees, volunteer schools, sports clubs and events.

#### **4.2. Ensuring a safe and comfortable learning environment**

In order to prevent and create safe conditions, it is planned to equip Bolashak University with a video surveillance system, including canteens.

A system of secure access, specialized security and control will be provided.

The university plans to develop and implement measures to protect students from information and materials that harm their spiritual development.

The educational work plans of Bolashak University will include work on cyberculture and cyber hygiene of students.

Representatives of business and non-governmental organizations will be involved in the employment of university graduates for orphans and children left without parental care.

The qualification requirements for teachers working in inclusive education (subject teachers, teachers, teaching assistants and others) will be updated on the basis of a professional standard.

The University will continue to work on providing conditions for students with special educational needs (equipping with special equipment, furniture, personnel, textbooks and educational complexes, ramps, lifts, elevators).

Measures will be taken to improve regulatory legal acts on the safety of events with students, including hiking, expeditions and excursions with students.

#### **4.3 Implementation of an updated quality assessment system for students and teachers of Bolashak University based on best practices**

In order to move from quality control of education to its provision, the mechanisms of the quality assessment system and methodological support of the university will be improved.

Taking into account international experience, the mechanism of external assessment of students of Bolashak University will be improved.

The tasks and format of the final certification, the content of the UNT will be revised with the inclusion of questions aimed at measuring functional literacy and competencies by analogy with the tools of international comparative studies PIRLS, PISA, ICILS, as well as SAT tests.

The priorities of functional literacy assessment will be mathematical, natural science, reading and computer literacy.

An alternative university enrollment mechanism will be introduced based on the international standardized certificate SAT, ACT, GMAT, GRE tests on a par with the UNT, comprehensive testing and master's degree entrance exams. It is planned to improve the grant awarding model, taking into account the level of knowledge of applicants and the income of their families.

It is planned to modernize the system of internal and external quality assurance of educational services of the university. In order to improve the effectiveness of accreditation, requirements for procedures and applicable standards for external quality assurance will be worked out. At the same time, the issue of a phased transition to the profiling of university accreditation procedures will be worked out.

In order to prevent and suppress corruption violations and ensure transparency in the management of the university, an independent study will be conducted to identify corruption risks and respect academic integrity at the university with the participation of students, graduates, teaching staff and employers.

#### **4.4 Ensuring continuity and continuity of professional training in accordance with the needs of the economy and regional characteristics**

Ensuring the continuity of educational programs from preschool to postgraduate education based on the principle of lifelong learning.

To ensure continuity, an integrated system of recognition of learning outcomes of formal and non-formal education will be built. Work will continue on the development of digital educational resources, networks and platforms for massive open online courses (MOOCs).

In order to provide education to the adult population on the principle of "lifelong learning" aimed at their professional development, the mechanisms of functioning on the basis of the university will be worked out.

The issue of opening clubs, studios, workshops, laboratories at the university to instill SoftSkills and WorldSkills skills in students will be worked out.

Work will be intensified to connect the university to the Kazakh National Ashyk University platform to ensure that every student has access to online courses.

The university plans to gradually introduce online learning with elements of proctoring and distance learning technologies with the development of mechanisms to ensure their quality.

In order to consolidate and further improve the updated content of education, scientific and methodological support, monitoring, analysis and evaluation will be provided with the involvement of leading scientists, experts and practitioners.

Продолжится внедрение программ, основанных на модульно-компетентностном подходе, учитывающих международные требования WorldSkills.

These programs will allow the student to obtain several qualifications within the same period of study with the opportunity to enter the labor market after obtaining each qualification. At the same time, the student will have the opportunity to continue their studies to improve their skills.

The modernization of the university will be carried out in the context of global and interdisciplinary competencies of the XXI century (including volunteerism, civic and social responsibility, leadership, communication skills, research skills, entrepreneurship).

The new educational programs will focus on the formation of flexible and professional skills necessary in a rapidly changing world, involving lifelong learning.

It is planned to update the National Higher Education Qualifications Framework and bring it into line (self-certification of the National Qualifications Framework) with the qualifications framework of the European Higher Education Area (hereinafter - the EHEA), aimed at recognizing Kazakhstani academic degrees and qualifications in the EHEA.

As part of the implementation of the certification system for regulated professions, work will continue to improve the methodology for passing the National Qualification Test aimed at confirming qualifications and learning outcomes. At the same time, the system of professional development and independent certification of teachers will meet the needs of the labor market and the individual professional needs of teachers in the country.

Since 2021, graduates of Bolashak University will be provided with diplomas of their own sample. The procedure for issuing diplomas will be changed.

In order to adjust the educational policy in a timely manner and increase the employment of graduates after graduation, an assessment of satisfaction with the quality of university graduates' training will be conducted from 2020.

As part of the institutional transformations of the judicial and law enforcement systems at the university, measures will be taken to strengthen the quality of training in the field of jurisprudence. In order to modernize legal education at the university, the standards of legal education will be improved.

In the context of technological modernization of the country's economy, the labor market requires personnel with a universal set of competencies,

an active civic position, interpersonal skills and systemic thinking.

#### **4.5 Ensuring the intellectual, spiritual, moral and physical development of the student**

The system of education and training at Bolashak University is based on unified ideological and value approaches. Educational work should be carried out comprehensively with the broad involvement of all stakeholders: families, educational organizations and society. The University pays attention to expanding interpersonal interactions with parents and legal representatives of students and building cooperation based on the principle of mutual responsibility.

The basis of educational work is the modernization of public consciousness." The project "Tugan elge tagzim", social projects "Tarikh tagylymy" (study of the history of cities and villages, streets and personalities who contributed to the development of the state) and "Kazakh madeniyetin anthologiyasy" (study of national folklore through the work of akyns, zhyrau, kuishi) will be continued. The main role is assigned to the teaching staff of the university, which defines the vision and provides leadership in gaining students a "moral compass" - a sense of right and wrong and stable habits necessary for a happy life.

The involvement of students in organized social activities will be ensured through broad and consistent membership in the military-patriotic club "Zhas Sarbaz".

Family values and the importance of the institution of the family will be cultivated in the educational process of the university. The University will implement projects on "Protection of reproductive health and safe behavior of young people and adolescents", "Schools of mothers",

"Schools of fathers", regional essay contests on the topic "My future family".

For the purpose of patriotic education of students at the university, the role of military-patriotic clubs will be strengthened, and their activities will be coordinated at the level of regional education departments.

Environmental education, respect for the outside world, instilling financial and entrepreneurial skills at the university will be carried out through a set of educational activities.

The principles of integrity will continue to be implemented by automating the educational process, including providing services to students on the principle of "one window" and ensuring transparency when applying for training and receiving public services.

#### **4.6 Equipping Bolashak University with digital infrastructure and modern material and technical base**

Providing living conditions for students during their studies.

Work will continue on the development of the digital infrastructure of Bolashak University (wireless communications, microservers, computers and peripheral equipment, local area network, broadband Internet access).

Work will continue to create an accessible and personality-oriented environment for students with special educational needs at all levels of

education. The material and technical base of Bolashak University will also be improved.

When equipping the university, special attention will be paid to the health-saving characteristics of furniture and equipment.

Legislative and regulatory legal acts on equipping the university with equipment and furniture will be improved.

In order to create an effective environment for the implementation of research and academic activities of teaching staff and students, the JasMaman program will provide for the creation of modern laboratories at Bolashak University.

#### **4.7 Effective and transparent improvement of the planning system at the university**

The issues of orientation of the scientific councils of Bolashak University to fundamental and applied research will be worked out.

Internationalization of science International cooperation in the field of science provides for the participation of Bolashak University researchers in international teams working in large foreign laboratory complexes. The University's strategic partnership with research centers will be continued.

Separate competitions for grant financing of international research will be provided, which will lead to increased motivation of researchers for productive and efficient activities, professional growth and mobility.

In order to deepen the integration of science into the global scientific community, in addition to grants for international research, Bolashak University will continue to teach scientists English, work in a high-tech environment and procedures for applying for scientific research funded by international and foreign foundations.

## 5. NECESSARY RESOURCES

### **Formation of an effective financial management strategy of the university based on the introduction of innovation**

**Objective:** to identify priority areas and effective ways of investing financial resources in order to fulfill the main statutory tasks of the university in the field of education and science, an innovative approach to ensuring the sustainable development of the university.

#### **Задачи:**

-generation of an effective financial mechanism for managing monetary relations and transactions, as well as other types of financial restructuring activities of the university;

- automate all the complex organizational processes of planning, accounting, control and analysis of the university's activities;

-development and implementation of a set of measures aimed at strengthening the competitiveness of the university and having a significant impact on the level of development of national education both in the domestic and global markets;

-financial modeling, which is based on modern principles of financial management of the university, including organizational concept, financial analysis, time value of money, risk and profitability, corporate financing.

#### **Expected results:**

1. Creation of an effective system of medium-term financial and economic forecasting of the university's income level for certain types of activities for timely decision-making on the redistribution of resources to priority areas;
2. Creation of a real-time monitoring system for university income and expenses based on modern information technologies;
3. Improving the effective regulatory framework of the University's financial and economic activities;
4. Improving the system of stimulating scientific and pedagogical workers and material support for various forms of educational work with students, the development of physical culture and sports;
  1. Attraction of budgetary and extra-budgetary funds for scientific and innovative activities;
  1. Development of new mechanisms for financing educational activities of departments;
  2. Development of additional activities
  3. Rational use of material and information resources and increasing the efficiency of spending university funds through the development of a system of intra-university distribution competitions.
  4. Development of a system of benefits, discounts, allowances, loans for students,

employees and teaching staff;

5. The introduction of a corporate financial and economic process management system will lead to financial stability and ensure the modernization and construction of the campus infrastructure, in accordance with the new Master Plan in the following areas: research and educational activities; improvement of the socio-cultural life of students and teaching staff; creation of an electronic campus;

6. Creation of a trust fund to meet the needs of the University from 2021.

## 6. CONCLUSION

The evaluation of the effectiveness of the university's activities in all of the above Strategic Areas is characterized by the achievement of key target indicators of the University's Strategic Plan for 2020-2025 and the State Program for the Development of Education and Science for 2020-2025. approved by the Decree of the Government of the Republic of Kazakhstan dated December 27, 2019.

Systematic monitoring and adjustment of strategic directions will contribute to successful educational, scientific, innovative and educational activities, the development of human resources, the growth of recognition and financial stability of the university. The specified system of the main target indicators and indicators of the university's activity makes it possible to assess the progress and effectiveness of solving the tasks set.

As an innovative management tool that ensures an increase in the competitiveness of the university, a result-oriented management (RBM) method will be introduced, which is based on the connection of indicative planning systems and ratings. The aim of UOR is to increase the efficiency of processes to achieve planned, measurable results at the level of teaching staff, departments, higher schools and the entire university. The UOR system will be fully automated and on the basis of ratings, differentiated remuneration of teaching staff and heads of departments and deans will be carried out. The comprehensive structural modernization of Bolashak University and the introduction of result-oriented management will ensure the progressive advancement of the university in the university rankings.

A promising financial and economic model will be implemented through: a set of measures to increase the autonomy of the university; increase budget savings; increase the wage fund; measures to increase income from science, as well as educational activities for educational programs and other services from non-core activities.

According to forecast estimates, by the end of 2020, the implementation of these measures will ensure the achievement of the following positive indicators that determine the socio-economic efficiency of the university:

- improving the quality of educational services;
- implementation of educational programs at various levels integrated with the international educational space;
- effective development of science, education, focus on achieving high performance;
- effective and professional organization of the work of teaching staff and researchers;
- modernization of the infrastructure, material and technical base and property complex of the university to ensure high-quality education, scientific research, high-tech developments that meet the requirements of innovative development of the country's economy and modern needs of society;
- increasing civic engagement, forming an anti-corruption culture, zero tolerance for corruption among students, patriotism, morality;

- strengthening the role of the university as a scientific and methodological center for the education of students;
- creating conditions for students: involvement in science, legal education, healthy lifestyle, work, physical education and sports, national and world culture, mastering new specialties, studying and researching digitalization, studying Blockchain technology.

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