Akhmet Baitursynuly Kostanay Regional University
NPLC (Non-Profit Limited Company)

NPLC
" Akhmet Baitursynuly Kostanay Regional University"

Approved
by the Board of Directors
of the NPLC
"Akhmet Baitursynuly Kostanay Regional University"
protocol № 8
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Development Program of Akhmet Baitursynuly Kostanay Regional University for 2025-2029

Kostanay, 2024

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1. Program Passport

Title	Development Program of the NPLC " Akhmet Baitursynuly Kostanay Regional University" for 2025-2029
The basis for the development	1.The Concept for the Development of Higher Education and Science in the Republic of Kazakhstan for 2023-2029. It was approved by the Resolution of the Government of the Republic of Kazakhstan №248 dated March 28, 2023. 2.The Development Plan of the Ministry of Science and Higher Education of the Republic of Kazakhstan for 2023-2027. It was approved by the Order of the Ministry of Science and Higher Education of the Republic of Kazakhstan №172 dated April 20, 2023. 3.The Address of the Head of State, Kassym-Jomart Tokayev, to the People of Kazakhstan, dated September 2, 2024. "Fair Kazakhstan: Law and Order, Economic Growth, Public Optimism. 4.The Address of the Head of State, Kassym-Jomart Tokayev, to the People of Kazakhstan, dated September 1, 2023. "Economic Course of a Fair Kazakhstan. 5.The Address of the Head of State, Kassym-Jomart Tokayev, to the People of Kazakhstan, dated September 1, 2022. "Fair State. United Nation. Prosperous Society. 6.The Address of the Head of State, Kassym-Jomart Tokayev, to the People of Kazakhstan, dated September 1, 2021. "Unity of the People and Systemic Reforms – A Solid Foundation for Prosperity. 7.The Address of the Head of State, Kassym-Jomart Tokayev, to the People of Kazakhstan, dated September 1, 2020. "Kazakhstan in a New Reality: Time for Action. 8.The Law of the Republic of Kazakhstan "On Education" dated July 27, 2007, №.319-III. 9.The Law of the Republic of Kazakhstan "On Science" dated February 18, 2011, № 407-IV. 10.The Law of the Republic of Kazakhstan "On the Status of a Teacher" dated December 27, 2019,№. 293-VI LRK. 11.The State Program for Industrial-Innovative Development of the Republic of Kazakhstan for 2020-2025. It was approved by the Resolution of the Government of the Republic of Kazakhstan №1050 dated December 31, 2019. 12.The Pilot National Project in the Field of Education "Comfortable School", which was approved by the Resolution of the Government of the Republic of Kazakhstan № 963 dated November 30, 2022. 13.The Development Plan of Kostanay Region for 2021-2025 was approved by the decision of the

	Maslikhat №251 dated December 7, 2022. 14.The Strategic Plan of the Department of Education of the Akimat of Kostanay Region for 2021-2025. 15.The Regional Roadmap for the Development of the Education System of Kostanay Region for 2023-2029.
Authorities responsible for development	Board of Directors of the NLPC“Akhmet Baitursynuly Kostanay Regional University” Management Board of the NLPC “Akhmet Baitursynuly Kostanay Regional University”; Academic Council of the NLPC “Akhmet Baitursynuly Kostanay Regional University”.
Goal	Becoming the leading scientific and educational center of Kazakhstan
Objectives	1.Creation of conditions to increase the accessibility of higher and postgraduate education 2.Ensuring high-quality education in accordance with the needs of the regional labor market 3.Creating conditions for expanding the scope of internationalization of higher and postgraduate education 4.Increasing the global recognition of the university 5.Development of content and activation of work to expand the coverage of informal education for the population 6.Increasing the effectiveness of science and its commercialization 7.Enhancing scientific and innovation potential 8.Increasing publication activity 9.Developing cooperation in the field of R&D (Research and Development) 10.Promoting the state language in educational and scientific research activities
Sources of funding	• Income from the provision of educational services for specialist training (under the state educational order, from individuals, MIO, organizations, enterprises, and institutions under training contracts); • Income from non-core activities; • University's own funds.

2. Analysis of the External Environment and Current Situation

2.1. Brief Information about Kostanay Region

Kostanay region is a large industrial and agricultural region in the north of Kazakhstan, bordering three regions of the Russian Federation (Orenburg, Chelyabinsk, and Kurgan).

In the structure of the region's industry, the manufacturing sector accounts for 68.6%. The largest share in manufacturing industry is machine engineering (54.6%), food production (21.9%), and metallurgy (16.0%). In 2024, the implementation of 9 industrial projects worth 136.0 billion tenge is expected, with the creation of 1,400 jobs. In the structure of the manufacturing industry in the region, the share of the machine engineering sector from January to December 2023 was 58.6%.

The second key sector of the region's economy is agriculture, which investments have increased more than twice over the past five years.

The region's population's demand for food products is mainly provided by the local production, which includes 210 processing enterprises for dairy, vegetable oil, leather and wool, cereals, and bread baking.

The competitive environment of higher and postgraduate education in the region is represented by six universities (Ahmet Baitursynov Kostanay Regional University , Arkalyk Pedagogical Institute named after I. Altynsarin, Rudny Industrial University, Kostanay Academy of the Ministry of Internal Affairs of the Republic of Kazakhstan named after Sh. Kabyldayev, KIMEP University named after M. Dulatov, Z. Aldamzhar Kostanay State University), as well as the Kostanay branch of Chelyabinsk State University.

2.2. Ensuring Accessibility to Higher and Postgraduate Education

The system of secondary education in the region is represented by 465 general education schools. As a part of the National Project “Comfortable School”, 8 more schools with a capacity of 6,300 places will be built by 2025. The system of technical and vocational education and training (TVET) includes 34 colleges, where over 22,000 students enroll.

At the state level, ensuring the accessibility of higher and postgraduate education will be implemented through an increase in the number of grants for bachelor's degrees by 50% by 2025, with up to 5,000 grants for doctoral studies and the preparation of master's and PhD students at research institutes. By 2029, student scholarships will be doubled compared to 2026.

In the universities conditions for inclusive education, the development of individual educational pathways for students with special educational needs, as well as the provision of necessary resources and support for students related to their socio-economic status, gender, language of instruction (foreign students), and other factors will be created.

The university will continue the creation of new and innovative academic programs (APs) and the formation of a portfolio of modern, in-demand academic programs, including through the implementation of the “Mamandygym-bolashagym” project

(KRU is designated as the base university for project implementation). Based on the results of this project, a Regional Atlas of Professions will be created, within which the training of in-demand specialists will be carried out for the sustainable socio-economic development of the region in priority sectors of the economy: machine engineering, agriculture, and education.

In order to expand higher and postgraduate education, the university has taken measures for early career guidance and profiling of schoolchildren. Specialized pedagogical classes have been established in the region, involving more than 120 students from grades 7-11. Following the same principle, a Small Academy of Sciences is being created, which includes Engineering, IT, Agricultural, Legal, and other schools. This will allow schoolchildren to make an informed choice of profession already in the middle grades, and will enable the university to conduct systematic career guidance work to attract applicants. The focus of career guidance work is on targeted collaboration with schools and colleges in the region, where sociological surveys have been conducted with the participation of more than 1,500 graduates, over 50% of whom chose KRU.

In addition, career guidance events have been organized to attract students from other regions of the country, including densely populated ones.

2.3 Analysis of the External Environment and Current Situation by Sectors. Proactive Staffing for the Regional Economy

KRU is the largest multidisciplinary university in Kostanay region. It offers training in 135 educational programs at the bachelor's, master's, and doctoral degrees. The main fields of study are education, engineering, agriculture, and social sciences and humanities.

All educational programs are in the Register of Educational Programs of the Higher Education Development Center of the Ministry of Education and Science of the Republic of Kazakhstan. Work is being carried out systematically to update the programs. In 2023, two innovative educational programs in the pedagogical field were implemented as a part of the national project with the support of the World Bank, and in 2024, another four will be introduced.

Education is provided in full-time format, both under the state educational order, Ministry of Internal Affairs grants, social partners, the “Qazaqstan Halqyna” Foundation, and on a contractual basis.

The student population consists of approximately 8,300 people, including more than 7,900 undergraduate students, 346 master's students, and 52 doctoral students. Students come from countries such as Georgia, India, Germany, Tajikistan, Russia, Uzbekistan, Azerbaijan, as well as from all regions of the Republic of Kazakhstan.

Two–degree programs are being represented with the University of Vytautas the Great (Lithuania) – "Accounting and Auditing", "Ecology", "Biology", with the University of Minnesota (USA) – "Computer Science", with Dong Eui University – "Mechanical Engineering", with the State University of Humanities and Technology Orekhovo-Zuyevo – "Biology" (ed.),

"Biology" (pedagogical), with Ural State Agrarian University – "Agronomy", with Novosibirsk State Agrarian University – "Management".

The employment rate of graduates in 2023 (according to data from JSC "Government for Citizens") is 88%, including 91% for those who studied under the state educational order.

The university collaborates with more than 100 major enterprises in the region and the country. The practice bases for students are 372 economic entities.

According to the rating by the NCE "Atameken", which evaluates educational program quality, employment rates, and median graduate salaries, the university ranked among the leaders among regional multidisciplinary universities in 2022 and 2023.

The system of training specialists at the university is based on a model of proactive workforce preparation. In this context, taking into account the agrarian-industrial specifics of the region, the university implements a number of projects.

As a result of preanalysis within the "Mamandygym-bolashagym" project, 5 promising sectors of the region were identified (mining and metallurgy, agriculture, machine engineering, construction, education), and the development of a Regional Atlas of New Professions was organized.

In the context of implementing the National Project "Comfortable School" and the creation of enterprises in the region in the fields of machine engineering, agriculture, and processing, the university's academic committees in pedagogical, technical, agricultural, and social-humanitarian areas, in collaboration with the regional Departments of Education, Agriculture, machine engineering enterprises, and colleges, have created two-year integrated educational programs that allow for reduced study duration and lower tuition fees.

Secondary, technical, and vocational education

The region's specificity is the large number of small schools (288 or 65%). Typically, these schools employ a significant number of non-specialist teachers – 134 people, or 9%, and there is an observed outflow of teachers from small schools due to insufficient teaching hours, which requires the preparation of teachers in dual specialties.

There are also 181 kindergartens and 339 mini-centers operating. To increase coverage of preschool education, a step-by-step plan for the establishment and opening of preschool organizations in Kostanay region for 2021-2025 has been developed and approved.

At 20 general education schools, there are 20 inclusion support classrooms.

A comprehensive action plan for cooperation between the regional Department of Education, KRU, Arkalyk Pedagogical Institute, and 5 colleges has been implemented to restore the knowledge of school students.

According to the changing realities and best educational practices, the university is focused on training teachers of the new formation for the schools of the future. Taking into account the Professional Standard "Teacher " (Ministry of Education and Science of the Republic of Kazakhstan Order №500 dated December 15, 2022), the content of educational programs, certification and attestation procedures are being updated, continuous professional development content is being defined, and a strategy for advancing teaching staff in their careers is being developed.

As a part of the World Bank project 'Strengthening Pedagogical Education' in Kazakhstan, 30 educational programs in the field of "Pedagogical Sciences" have been developed, including "Primary Education" based at “ Akhmet Baitursunuly Kostanay Regional University”. The programs are aimed at the development of digitalization in education and digital competence of teachers, inclusivity, the development of flexible/universal pedagogical skills, a research approach to pedagogy, STEM education, and the CLIL concept.

For all teacher training programs, a module on the development of research skills is included, as well as the development of competencies such as working with children with special educational needs (SEN) and teaching in small schools. Methodological support is provided to teachers of small schools through courses, seminars, and training on working with students in combined classes. The educational programs for teacher training have been revised to enhance their practical orientation.

Cooperation agreements and memorandums of understanding have been signed between the university and Kostanay Pedagogical College, "Zerek " College, and Kostanay Humanitarian College. In April 2023, integrated study plans with a duration of 2 years for college graduates in 10 pedagogical specialties were approved.

On the basis of KRU, advanced training courses for physical education teachers have been conducted. To implement the 'side entry' principle into the teaching profession, since 2021, the university has been offering certification courses for pedagogical retraining in 10 educational programs.

Mechanical Engineering, Electrical Power Engineering

Kostanay region is the republican pole of mechanical engineering, the leader of which is SaryarkaAvtoProm LLP with a wide range of manufactured cars (JAC, Peugeot, IVECO, ANKAI, Hyundai, etc.).

As a part of the Kostanay region Development Plan for 2021-2025, the region plans to implement 5 major engineering projects worth 179.2 billion tenge with the creation of more than a thousand jobs. A plant for the production of main gear reducers for driving axles of KamAZ special equipment, a plant for the production of bodies, superstructures of municipal equipment, a plant for the production of cylinder blocks, engine heads and crankcase gearboxes for trucks will be implemented. In addition, the agricultural machinery industry will implement the project of MTZ-Kazakhstan Machine-Building Plant LLP

for the production of cabins for Belarus tractors, the project of Agromash Holding KZ JSC for the assembly of tractors and the construction of a service center for agricultural machinery and a logistics terminal.

In this regard, the university has signed a memorandum to establish a scientific and educational consortium for the development of the mechanical engineering industry in the region. In addition to the university, the consortium includes LLP "SaryarkaAutoProm", LLP "KamLitKZ", JSC "AgromashHoldingKZ", the U.A. Djoldasbekov Institute of Mechanics and Mechanical Engineering (Almaty), and Kostanay College of Automotive Transport (KGKP). Cooperation agreements have also been signed with LLP "SaryarkaAutoProm", JSC "AgromashHoldingKZ", LLP "KamLitKZ", LLP "Tarlan", and LLP "Tobol Motors".

Within the framework of the consortium and agreements, a proactive workforce training model for the mechanical engineering industry is being implemented. This model provides for the training of college graduates through an accelerated educational program at Technical and Vocational Education and Training (TVET) institutions, using a dual education system with subsequent employment at the company. Additionally, preparations are underway for the opening of new laboratories as a part of the creation of the Center for Academic Excellence at the university.

In collaboration with Dong Eui University, a dual-degree educational program in "Mechanical Engineering" is being implemented. Proactive workforce training is being conducted for the KIA and "KAMLIT KZ" plants under construction in Kostanay. As a part of the program, students study at partner universities and already undergo internships at high-tech foreign automotive enterprises. Additionally, throughout the academic year (one day per week), practice-oriented sessions are held at enterprises.

In order to implement the Concept for the Development of the Electrical Power Industry of the Republic of Kazakhstan until 2035 and the Development Program for the City of Kostanay for 2021-2025, cooperation agreements have been signed with LLP "EPC-forfait" (agreement dated 16.02.2015, indefinite) and LLP "Interregional Energy Transit" (agreement dated 31.01.2020, for five years). Within the framework of targeted projects by companies in the region in the field of power supply, training is provided for the industry, and thesis projects on topics relevant to enterprises are being developed. Students undergo industrial internships annually and are employed at power industry companies.

IT sector

As a part of the National Project 'Technological Leap through Digitalization, Science, and Innovation," a memorandum of cooperation has been signed with KBTU (dated April 26, 2021), LLP "InfoSoftProm," and LLP "GC Expert" (dated January 6, 2022) to organize certified courses in 1C: Programmer. Qualification enhancement courses are also held for staff, faculty

members, and employees of other organizations under the program “Opportunities of Using the Internet of Things for Automating Technical Processes.”

In cooperation with the Department of Informatization, State Services, and Archives of the Kostanay region akimat, preparations are underway for student participation in courses by Huawei and Samsung on current topics: 5G, big data, cloud services, artificial intelligence, and, under the Ministry of Education and Science of the Republic of Kazakhstan, preparations for participation in one of Amazon's flagship projects.

On September 11, 2024, a dual-degree program agreement was signed with the University of Minnesota Morris for the program 6B06104 Computer Science.

Collaboration is underway with LLP “SaryArkaAutoProm,” JSC “Bayan Sulu,” the Rudny branch of LLP “Firma Arasan,” LLP “PerviyBit,” LLP “ITL.KZ,” LLP “Profi Soft,” LLP “NASA tec,” and others.

Veterinary medicine. Agriculture, agricultural sector development

As a part of the implementation of the Development Plan for the Kostanay region for 2021-2025, and the financing plan of the State Institution “Veterinary Department of the Kostanay Region Akimat,” the university has been implementing the 'Smart' Agriculture concept, including high-tech crop production methods, particularly the use of information technology at the operating enterprises (base farms) of the Kostanay region (2 large-scale projects of the Ministry of Agriculture's PFC). Within the framework of this concept, issues such as diversification of sown areas, implementation of new technologies, expansion of high-yield oilseed crops, and others have been studied.

The university has experience in participating, through tender procedures, in activities related to blood sampling from agricultural animals, conducting qualification enhancement courses on “Diagnosis and Early Detection of Foot-and-Mouth Disease and Classical Swine Fever,” and short-term courses for practicing veterinary specialists on “Modern Methods of Veterinary Surgical Assistance to Animals” (2023).

In Kazakhstan, there is steady development of horse breeding and equestrian sports. As a part of the Program for the Restoration of the Breeding Stock of the Kostanay Horse Breed, the university has implemented a joint project under the Ministry of Agriculture’s PFC, titled "Development of Technologies for Effective Management of the Breeding Process and Preservation of Genetic Resources in Horse Breeding" (2021-2023). Additionally, an agreement has been reached to establish a branch of the Department of Animal Products Technology at the "Kazakh Tulpari" enterprise. The educational programs (6B/8D08201) include courses developed in collaboration with employers in the field of horse breeding, and students are working on their final qualification projects.

The production of food products is one of the most important sub-sectors of the region's manufacturing industry. Training in this direction is carried out through educational programs such as 6B07201 – Food Technology, 6B07203 – Technology of Processing and Food Production, and 6B07501 – Standardization and Certification in Food Production. Close ties with employers have been established, and there is ongoing practical training in companies, with regular practice-oriented learning based on programs that are continuously improved according to employers' feedback (including enterprises such as "Kostanay Milling Plant," "Bayan Sulu," "RG Brands," and others). The curriculum also incorporates WorldSkills standards and focuses on digital, entrepreneurial competencies.

Economics, finance, law, social and humanitarian field

More than 60% of the disciplines in the financial and economic field rely on regional programs and are studied with the involvement of specialists from the National Bank of Kazakhstan (NB RK), commercial banks, microfinance organizations (MFO), insurance companies, leading enterprises in the region, such as "Zernovaya Industry," "Bayan-Sulu," "AgromashHolding," "Zhas Kanat," government institutions, catering enterprises, hotels, tour agencies, and firms.

On a contractual basis, an assessment of the economic effectiveness of expanding the territories of the cities of Tobol and Zhitikara has been conducted.

Students of law programs are participants in the project office "Adaldyk Alany" under the Department of the Anti-Corruption Agency of the Republic of Kazakhstan for the Kostanay region and the "School of Civil Service" project under the Department of Civil Service Affairs for the Kostanay region.

Between 2020 and 2023, memorandums of cooperation were signed with the following organizations in the Kostanay region: the Border Service of the National Security Committee (KNB), the Department of Civil Service Affairs, the Anti-Corruption Agency of the Republic of Kazakhstan, the Department of Economic Investigations, the Department of the Criminal Executive System, the Agency for Protection and Development of Competition of the Republic of Kazakhstan, and others. These employers are involved in the development and implementation of legal programs, as well as in the employment of graduates.

Teachers are involved in working groups for the development of regulatory legal documents at the regional administration, the police department, and the justice department of the Kostanay region. They are members of the commission for certifying candidates for the practice of law and the certification commission for the right to engage in notarial activities under the Justice Department of the Kostanay region.

An educational and outreach project, "Legal Literacy for All," is being implemented to promote legal awareness and prevent offenses among students of grades 7-11 in general education schools in Kostanay.

As a part of the National Project "Quality and Accessible Healthcare for Every Citizen: “Healthy Nation," students from the "Psychology" program carry out psychological correctional and developmental work at "Phoenix" IP, the children's and women's adaptation center, the juvenile adaptation center, the correction center "Amanat and K," the regional rehabilitation center for people with disabilities, School-Lyceum №4 in Rudny, and the regional mental health center.

In the "Journalism" program, within the framework of the Republic of Kazakhstan's Information Doctrine, dual education is implemented with the Kostanay branch of the Kazakhstan National Radio and Television Corporation (OTRK), "Our Kostanay," "Regional Communication Service," and "Kostanay Taný." The department's teaching staff enhances their qualifications at the regional newspaper "Our Kostanay." An annual republican student online short documentary film festival, "Közkaras," is held. A traditional essay competition is organized annually for students of grades 10-11 from schools in the Kostanay, Akmolinsk, West Kazakhstan, and Aktobe regions.

As a part of the implementation of language policy, cooperation continues with the Qualification Development Center "Örleu," the National Intellectual Schools (NIS), "Kostanay Daryny," and the regional Language Development Center "Tildaryn."

Preparations are underway for the KAZTEST exam for applicants to the master's and doctoral programs, as well as for the "Bolashak" scholarship program. Online and offline professional development courses on "Document Management in the Kazakh Language" have been organized for employees in preschool institutions, schools, gymnasiums, lyceums, colleges, and universities.

2.4. Internationalization of Higher and Postgraduate Education

Over the past 3 years, the university has created and is implementing 9 double-degree programs and 1 joint educational program with foreign partner universities. In the medium term, the creation of at least 10 more double-degree programs in technical, agricultural, and pedagogical fields is planned.

The proportion of international students remains relatively stable, ranging from 0.5% to 0.7%, and is predominantly made up of Russian citizens. Representatives from other countries make up no more than 40% of the total number of international students. The university is working to increase this figure, including through scholarship programs from the Center for Higher Education Development and the recruitment of international students.

There is a growing interest among students in virtual mobility and online courses from foreign universities.

The practice of attracting foreign professors is also developing. The geography of foreign universities whose professors teach at the university is expanding.

Recent achievements include 3 ERASMUS+ projects, a program in which the university has been a national leader for a long time:

- Promotion of the circular economy in partner countries through the development and implementation of the Waste Management Master's Degree program;
- Activation of the competencies of students of ICT specialties in the development of startups through interdisciplinary modular courses in university educational programs (UXiship);
- Improvement of postgraduate education in the field of agriculture and agricultural systems of the future (SAGRIS).

The main problems in this area include: the different level of language training of students, which narrows the possibilities of implementing programs in English or in three languages; the low level of English proficiency of employees, which limits the possibility of applying for international educational and scientific projects; the lack of programs in English, limiting the possibility of attracting international students.

2.5. Implementation of the University's Third Mission

As a part of the Concept of Educational Work at KRU, the following programs are implemented: "KRU – Territory of Citizenship, Unity, and Patriotism," "KRU – Territory of Good Deeds," "KRU – Territory of Creativity," "KRU – Territory of Healthy Lifestyle," and "KRU – Territory of Professional Excellence." Various events of different levels and formats are held in accordance with these programs, involving individual university departments at both the university and regional levels.

In the 2023-2024 academic year, university students became winners of the regional "Best Volunteer" competition. They received a diploma from the Ministry of National Education and Science for participation in the "Menin Reshublikam" competition. The KVN team won the regional league festival "Dostar." Debate clubs hosted an International and three national tournaments.

During school holidays, the clubs continued the "Debate Landing" project and held training seminars for novice debaters from schools and colleges, engaging more than 700 students in the debate movement. As a part of the ceremony honoring the most successful clubs in the region, the university's "Ahmet Urpakhtary" club won the "Debate Crown."

Thus, the university actively contributes to the socio-economic and cultural development of the region through systematic interaction with the cultural environment, youth community, and key stakeholders, thereby creating favorable conditions for the self-development of students and their acquisition of social experience and development of social responsibility.

The main problems of the direction are insufficient motivation and connection of the teaching staff in the implementation of youth programs, including solving regional problems; difficulties in the mechanism of combining academic and extracurricular activities by students; limited financial support for students to participate in field events at various levels; insufficient level of interest and willingness of school graduates to participate in the socio-economic life of the region.

2.6. Development of lifelong learning

As a part of the development of the continuous education system, the university provides informal education services to all interested individuals. More than 100 relevant informal education programs have been developed by the faculty, and internal documents regulating the process of informal education have been approved.

An information training and support system for informal education participants (listeners) has been created and is hosted on the university's server. Responsible staff members have been assigned to conduct consultations, provide support to students (listeners) of informal education, and monitor their performance. The university plans to admit at least 50 students annually for informal education programs.

The university offers opportunities to acquire knowledge, skills, and competencies through various forms of learning, including open online courses available on the official website of the university. A total of 72 open online courses are offered, covering a wide range of topics. These online courses provide flexible learning schedules and are available to a broad audience.

Round-the-clock access to the list of educational courses and programs is ensured for all categories of the population via both stationary and mobile devices, available in the state and Russian languages.

To ensure access to online education for a wide range of people, the existing integrated university platform will offer personalized electronic certificates upon course completion.

To spread information and expand the reach of informal education, a media plan has been developed. This plan includes preparing materials for publication on television, radio, and popular social media platforms.

However, there are several problems in implementing the continuous education system: weak participation of the population in informal education, low motivation to pursue lifelong learning, low levels of general skills, and insufficient digital skills.

To improve the quality of life and social activity of older citizens, as well as to strengthen their physical and mental health, the university has implemented the "Silver University" program. Faculty members and specialists at the Akhmet Baitursynov KRU have developed 18 training programs based on the needs and preferences of pensioners. Internal regulations governing the education of elderly individuals have been developed and approved. Authorial courses have been created, and educational-methodological materials have been prepared.

As a part of developing students' digital competencies, the university has incorporated courses from the international platform "Coursera" into the educational process. During the 2023-2024 academic year, 1,500 university students registered for these courses.

In order to enhance the digital competencies of citizens, courses on basic digital literacy and the popularization of digital technologies have been planned. These courses will cover basic digital and media skills, as well as skills for using applications such as "Government for Citizens" and others. The improvement of citizens' digital competencies will continue through training, retraining systems, and obtaining micro-qualifications in information and telecommunications technologies.

The university has integrated the discipline "Information and Telecommunication Technologies" into the educational process to improve students' digital competencies. This course is conducted in three languages: the state language, English, and Russian. Annually, at least 1,000 students of the university improve their digital competencies.

For the university's teaching staff, corporate training courses are organized every year on methods and technologies of distance learning. Approximately 50 university instructors attend these courses annually.

The university has also continued its work on organizing short-term courses for in-demand qualifications and skills in the labor market for unemployed citizens who need training. Eight short-term course programs have been developed, and the plan is to admit at least 30 students annually.

To ensure the region's education system is staffed with qualified teachers, the university offers pedagogical retraining programs. It is expected that at least 100 participants will be admitted to these programs annually

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2.7. Science

The scientific research of the team, with national and regional priorities, is focused on the following tasks: creation and development of a research ecosystem, strengthening the intellectual potential of science, infrastructure development, improving the effectiveness of research, integration into the global scientific space.

The analysis of the scientific results of 2023 as a planning base includes a number of basic quantitative and qualitative indicators.

The "Best Researcher" award in 2023 was awarded to Doctor of Philology, Professor Absadyk A.A. The "RUKHTASTAR" award of the "Zhastar Rukhy" Youth Wing of the AMANAT party was awarded in the nomination "Best Young Scientist" in 2023, Doctor of Philosophy, Acting Deputy Head of the Department of Science and Commercialization Aitzhanova I.N., as well as in the nomination "Activist of the Year" is Anel Musralinova, a 2nd-year student of the Faculty of Education and Psychology.

In 2023, the reaccreditation of the "growth point" of innovations – the laboratory of the PB Research Institute for compliance with the requirements of GOST ISO/IEC 17025-2019 "General requirements for the competence of testing and calibration laboratories" of the National Accreditation Center of the Republic of Kazakhstan was successfully completed.

The University is accredited as a subject of scientific and (or) scientific and technical activity (certificate of the Ministry of Education and Science of the Republic of Kazakhstan dated 09.01.2024 MK series №.000442).

One of the indicators of the productivity of scientific work is the growth of staff qualifications. In 2023, 6 dissertations for the degree of Doctor of Philosophy (PhD) were defended and approved.

As of December 2023, the university had 14 ongoing projects with budgetary funding, including 13 government grant projects (7 of which were focused on young scientists) and 1 project with program-targeted funding. The total growth of government funding, along with the "Zhas Galym" program, increased by 76.8% compared to the previous year, reaching 189 million tenge.

The largest partners of the university in conducting research and development (R&D) in animal husbandry, veterinary safety, and crop production were 5 research institutes of Kazakhstan: the Scientific Research Institute of Biological Safety Problems, KazNIVI, ZKATU named after Zhangir Khan, KazATU named after S. Seifullin, and LLP "NPC Grain Production named after Baraev."

Overall, in 2023, according to the signed agreements for grant funding and contractual agreements, the total funding for R&D amounted to more than 580 million tenge.

In accordance with the Budget Program of the Department of Culture of the Akimat of Kostanay Region (code - 262) for 2024-2026, "Ensuring the Preservation of Historical and Cultural Heritage and Access to It," the archaeological laboratory of the university is conducting excavations in the region with the signing of the corresponding contractual agreement.

2.8. Analysis of Key Issues

1. Financial instability of the university

The university's income is insufficient, with most of the revenue allocated to salaries and utility costs.

The reasons for the financial instability of the university include an inefficient organizational structure, ineffective economic planning systems, including outdated approaches to admissions policy and student body formation, the presence of unprofitable educational programs, and a lack of investment.

Key issues contributing to this instability are the large number of unprofitable academic groups, insufficient synchronization of curricula to reduce faculty workload, low diversification of income (non-core activities such as science and other activities make up less than 10%), and a lack of budget transparency.

As a result of financial instability, the university's material and technical base (e.g., outdated computer systems, laboratory equipment, and the need for repairs in classrooms and dormitories) remains weak, employees show low interest in their work outcomes, and several university programs lack adequate funding.

2. One-sided orientation of educational migration

Due to the geographical location, economic specifics, employment prospects, and transport infrastructure of Kostanay region, the most promising applicants enter universities in the capital or leading universities in the Russian Federation.

3. Low level of internationalization

The share of international students is 0.6%, there are no programs offered in English, and the level of English proficiency among staff and students limits opportunities for academic mobility. A systematic approach is required to expand cooperation with foreign research institutes and universities, ensuring the sustainability of international projects. The main reasons for this situation are the difficult logistics for foreign students and faculty (practically no direct flights, distance from the nearest international airports), the lack of qualified staff in the international student support service, and the lack of attractive infrastructure.

4. Low level of commercialization of science

Factors that significantly reduce the level of commercialization of R&D results are the inertia of thinking of domestic business, the lack of product promotion skills among the mass of scientists, insufficient material and technical support, the laboratory base of research, low effectiveness of participation in GF, PCF competitions, basic financing;

5. Low motivation to implement social and youth policy

The level of involvement of representatives of NGOs and civil society in monitoring compliance with the principles of integrity and academic integrity at the university is low. There is practically no external motivation of teachers and students to activate social, educational and volunteer work.

2.9. Comprehensive SWOT analysis, risk management

For the implementation of the university's SWOT analysis, the Expert Group identified the university's strengths and weaknesses (internal factors), the favorable opportunities and threats to the development of the university (external factors), established connections between them, assessed their impact on risks and their influence on long-term development, and created the primary SWOT analysis matrix.

Primary SWOT Analysis Matrix

Stengths	**Weakness**
1. Three-level personnel training system, a wide range of educational programs 2. Long-term educational experience, established academic traditions of the university 3. Highly qualified teaching staff 4. Communication with employers 5. High level of graduate employment 6. A functioning system of professional training/retraining of personnel	1. Financial instability of the university 2. A large number of small groups 3. Outdated MTB, including information and communication infrastructure and laboratory facilities 4. Internationalization of learning 5. The effectiveness of R&D and their relevance to business

Opportunities	**Threats**
1. Academic freedom of universities 2. Availability of an Atlas of professions and professional standards 3. Rapid development of digital technologies 4. Availability of programs, projects (regional, national, international), as well as contractual topics of enterprises 5. Development of the prestige of the teaching profession in society 6. Employers' interest in the university's training of specialists for them	1. Educational migration of school graduates 2. Creation by the state of conditions for the education of graduates of secondary schools in colleges on a budgetary basis 3. Unfair competition of universities, including the availability of foreign online education 4. Outflow of young teachers and scientific staff to other industries 5. Low motivation to receive continuing education

To form an action strategy, the expert group analyzed paired interrelated combinations of internal and external factors of the primary SWOT analysis matrix (one internal and one external factor). Based on the correlation of the university's strengths and weaknesses with the opportunities and threats of the external environment, a detailed SWOT analysis matrix was compiled, a matrix of solutions, and strategic objectives (actions) were formed.

The risk management process in KRU is carried out on the basis of the standard of the organization Risk Management. Risk management is an integral part of all business processes and is the responsibility of all university staff. The head of the structural unit analyzes the effectiveness and efficiency of the measures taken to eliminate risks in order to form requirements for subsequent measures to eliminate risks and draw conclusions about strategic changes in the university's activities.

To develop a culture of risk management, the university conducts activities to strengthen the competencies of employees in the field of risk management, including seminars and information sessions for employees, including information on the status and results of the implementation of risk management, the main elements and tools of risk management, and the responsibilities of employees. Upon completion of the seminars, the students – newly appointed heads of departments – receive certificates confirming their qualifications in the field of risk management.

In accordance with the Risk Management standard, the working group on the development of SWOT analysis prepared a Matrix of primary SWOT analysis, on the basis of which an expert assessment of "weaknesses" and "threats" as factors leading

to the occurrence of a risk event was carried out, with the determination of the rank of each risk level. Based on this, a Risk Register was formed for the university, which includes only key risks with critical, high and medium risk levels.

Risk register, risk management

№	Name of the risk	Possible consequences	Risk level, rank	Events	Deadlines	Risk management method
1	Financial instability of the university	Weak financing of university programs, a decrease in the level of financial incentives for staff, obsolescence of MTB, including the state of classroom facilities and dormitories, laboratory equipment and information and communication infrastructure	16	1.Optimization of the university's cost structure, including: • optimization of the management structure and reduction of staffing levels with increased efficiency of their work; • improving the efficiency of spending and the responsibility of managers for the execution of the budgets entrusted to them. 2. Increasing the number of applicants and maintaining the student body as the main source of funding for the university by: • improving the quality of educational services provided; • conducting active career guidance to attract applicants to bachelor's, master's and doctoral programs. 3. Expansion of the budget revenue through non-core activities, taking into account the opportunities of non-profit organizations (NPOs): • income diversification, attraction of multi-channel sources of financing;	2025-2029 2025-2029 2025-2029	Risk reduction

				• updating the list of additional education options, attracting more students to advanced training and professional retraining courses, including pedagogical retraining for people with non-pedagogical education; • leasing of unused areas and premises; • expanding the scope of project and contractual activities with an increase in the share of funds going to the development of the university. 4. Establishment of an alumni association of the KRU and the formation of a fund for the development of the university (receiving charitable aid, voluntary contributions and donations, grants)."	2025	
2	The likelihood of another wave of global economic crisis	Reducing consumer solvency and financial stability of the university	16	• Taking measures to stabilize the financial stability of the university. • Optimization of university expenses, including by synchronizing educational programs and increasing their economic efficiency. • Development of a flexible payment policy for educational services. • An increase in applications for participation in national and international grant funding competitions.	2025-2029	Risk taking
3	Intense competition among universities. The battle for talent.	Decrease in the student body, decline in the university's image.	16	• Implementation of the demanded OP developed jointly with enterprises of the real sector of the economy. • Attracting talented and motivated young people through the effective organization of additional education, systematic competitive events, targeted reception on orders from organizations and authorities. • Cooperation with foreign educational and scientific centers, internationalization of educational and scientific activities (implementation of double-degree and joint educational programs, academic exchanges, participation in funded international grants and projects, publication of joint scientific collections and	2025-2029	Risk reduction

				publications, etc.). • Development of a program of cooperation with the Bolashak CMP in order to train bachelor's degree graduates in foreign universities. • Improving the quality of the teaching staff. • Creation of an adaptive university management system. • Development of additional services. • Advertising activities.		
4	A large number of small groups	Loss of financial stability, staff reductions, closure of educational programs, lack of financial resources for the implementation of university programs (academic mobility of faculty and students, participation in off-site conferences, internships, etc.).	16	• The introduction of new approaches to the policy of admission of applicants, the formation and retention of a contingent of students. • Intensification of work and creation of conditions for internationalization of education and incentives to attract international students and students from other regions, including through the Serpin program. • Implementation of a set of measures to increase the economic profitability of educational programs.	2025-2029	Risk reduction
5	Outdated material and technical base, including information and communication infrastructure.	Decline in the prestige of the university, reduced quality of educational services, prolonged adaptation of graduates in the workplace	16	• Modernization of infrastructure, reconstruction and improvement of the material and technical base, including through participation in regional, state and international programs and projects. • Conclusion of contracts with research institutes, opening branches of departments at enterprises. • Acquisition of educational and methodological literature in the Kazakh language. Development of educational literature by university teachers.	2025-2029	Risk reduction
6	Reducing the university's image	A decrease in the social prestige of the university's educational services and, as a result, a decrease in the recruitment of applicants, an	12	Implementation of the university's image enhancement program, which includes: • continuous quality control of educational services provided; • development of the material and technical base;	2025-2025	Risk reduction

		outflow of students to other universities, and a decrease in the university's participation in solving socially significant problems in the region.		• formation of a culture of providing educational services by the university; • promotion of the university's brand at the international and national levels; • formation of corporate commitment and representation of employees and students about their organization as an important source of image information about the university for external audiences.		
7	Low level of commercialization of research and development (R&D) and its demand by business	• Reduction of the university's income from non-core activities. • Breaking of stable links in the education-science-production system. • Reduced attraction of investments from budgetary and private sources. • Reduction of funds for the renewal of resource potential (MTB, advanced training of teaching staff, technology). • Reduction of salaries of leading scientists.	8	• An increase in the number and amounts of projects with grant, program-targeted and basic financing from the budget, as well as agreements from public and private-owned organizations. • Formation of balanced estimates in scientific projects, taking into account salaries, updating equipment and maintaining the working capacity of funds, increasing the skills of performers and publication activity. • Inclusion of young scientists and students in working groups for the development of scientific schools and the creation of start-ups. • Opening of a project office for the development of student and faculty entrepreneurship and improving communication with business and the government.	2025-2029	Risk reduction
8	Quality of university management and human resources (HR)	Decline in employee motivation and work efficiency, aging of faculty members, decrease in the percentage of faculty with advanced degrees.	8	• Reorganizing the organizational structure of management to address the shortage of middle managers. • Development and implementation of a talented employee management program. • Increased focus on employee satisfaction. • Inviting young, established teachers from other organizations	2025-2029	Risk reduction

3. Mission, vision, values, and Development Prospects of the University

3.1. Mission, vision, values

Mission – To form a cohesive educational and research ecosystem aimed at training competitive specialists in line with the regional development priorities.

Vision – A regional university leading in the use of artificial intelligence technologies among Kazakhstani universities, with a modern material and technical base in priority areas such as mechanical engineering, agriculture, teacher education, and ecology.

Goal – To become the leading scientific and educational center in Kazakhstan.

University Values are based on global principles of humanism, respect for human rights and freedoms, reverence for the state, and high standards of honor and integrity.

3.2. Development prospects of the University.

Strategic Direction 1: Development of Higher and Postgraduate Education

As a part of the implementation of the mission of the regional university, the university will continue efforts aimed at improving the quality of educational services provided.

New and innovative educational programs will be created to meet the demands of the modern labor market, and a model of proactive workforce preparation will be implemented, including through the implementation of projects such as the "Center for Academic Excellence," "My Profession - My Future," and "Strengthening Pedagogical Education" – 30 new pedagogical educational programs. The content of educational programs will be updated taking into account key competencies and new labor market challenges, including those at the regional level.

Based on modern foresight forecasting methods for demand in the workforce, and with funding from the Ministry of Education and Science, a Regional Atlas of New Professions will be developed. Within the framework of foresight research, surveys will be conducted with regional residents, business representatives, and the education system, as well as in-depth interviews. To achieve this, the efforts of local executive authorities, businesses, and educational institutions will be consolidated to proactively prepare the workforce.

According to the needs of the regional economy, new educational programs will be developed and implemented.

The number of students will be increased through the creation of in-demand modern educational programs, the establishment of comfortable learning conditions, the construction of new dormitories, and systematic career orientation work, taking into account early specialization.

As a part of the internationalization of education, double-degree programs will be implemented with leading world universities ranked in the QS Top 700, the number of students and faculty involved in external academic mobility will be increased, and research projects with foreign partner universities will be implemented. The university's faculty will be maximally engaged in international scientific and educational projects. The geography and number of foreign partner universities will expand, and the number of courses and educational programs taught in English will increase.

The creation of modern educational programs will attract applicants from other regions.

University faculty will undergo scientific internships at leading universities worldwide as a part of the "Bolashak" international program and other programs.

The university will continue its work on the creation of consortia and associations with employers and stakeholders in priority sectors of the economy in the Kostanay region. The creation of departmental branches and university representations at leading enterprises in the region will continue, which will allow the implementation of the "university-enterprise" model in a new format.

In terms of supporting the development of the secondary education system to create a sustainable system of interaction between universities and regional educational organizations, attention will be paid to improving the quality of teacher training, developing inclusive education, strengthening career guidance and support for gifted children, as well as enhancing support for small schools.

Planned directions of implementation:

1. **Integration of educational initiatives:**

- Scaling up the Education Modernization project,
- Development of the project "Psychological and pedagogical support of pupils (students)", ensuring continuity and continuity of inclusive education.
- Implementation of the "Teacher-assistant" practice to support students with special educational needs.

2. **Support for small schools (SMS):**

- Development of a dialogue platform for interaction with the SMS.
- Development of additional Minor programs for teacher training.
- Implementation of teacher retraining programs tailored to the needs of secondary schools.

3. **Development of specialized areas of study:**

- Implementation of educational projects: "Ecological School", "Engineering Academy", "Teacher in continuing education" (with the provision of admission of at least 60% of participants to pedagogical training courses).

4. Career guidance and diagnostic work:

- Organization of diagnostics of children's giftedness "Daryn Bala" and conducting meta-subject Olympiads.
- Development of cooperation on the Kindergarten — school — University project for career guidance (

In the long term (according to the regional roadmap for the development of the education system of Kostanay region for 2023-2029), retraining programs for preschool education teachers will be developed.

In the areas of ***IT, automotive and agricultural machinery, and electric power***, a clear system of advanced personnel training will be created for enterprises in the region, including those under construction. It is planned to modernize existing EP and develop new EP for the regional economy.:

- due to a sharp leap in the development of the logistics structure of Kazakhstan, in order to increase the economic level of the region in 2026-2027, the Minor "Logistics in Transport" will be introduced into the educational program "Transport, Transport Equipment and Technologies"

- by 2027, taking into account such promising trends in the automotive industry as the production of fuel cell vehicles, the expansion of the use of digital technologies, including connecting cars to the Internet, the current EP "Mechanical engineering" will be transformed into an innovative educational program.;

- By 2029, as a part of the National Project "Technological Breakthrough through Digitalization, Science and Innovation", in connection with the development of artificial intelligence, which helps transform business models and regulatory approaches without direct human involvement, the innovative EP "Automation of Technological Processes" will be introduced in 2024-2025.

- in the current EP "Electric Power Industry", the focus will be on digital energy as an institutional support for digital transformation in the region's electric power industry, which plans to train highly qualified personnel during the digital transition in the energy sector of Kazakhstan. This trajectory of EP is planned to be implemented within the framework of the Regional Program "Energy Saving of Kostanay region".

Veterinary. Agriculture, development of the agricultural-industrial complex (AIC). In the Concept for the Development of the Agricultural Industrial Complex (AIC) of the Republic of Kazakhstan for 2021-2030, in the section "Crop Production," one of the main problems identified is the lack of a system for phytosanitary traceability, accounting for the circulation and use of plant protection products. In this regard, a new educational program "Plant Protection and Quarantine" is being implemented,

aimed at training in-demand specialists in plant protection as a solution to one of the tasks of the Development Plan for Kostanay Region for 2021-2025.

Considering the new trends in the development of the agricultural-industrial complex, by 2028, an Innovative Educational Program in agriculture and AIC will be developed and implemented.

Additionally, the development of courses for studying and obtaining micro-qualifications in surgery, disease diagnostics, methods of disposal of deceased domestic animals, and others is planned.

As a part of the implementation of the Development Plan for Kostanay Region for 2021-2025 in the "Agriculture" direction, the proactive staffing of the AIC and the advanced qualification of AIC specialists within the additional education programs offered by the university are planned. The interaction and training of personnel for regional processing enterprises, including beverage production, will reach a new level of development.

The university's infrastructure will be improved through the renovation of existing buildings and structures. New laboratories, including virtual ones, classrooms, lecture halls, and auditoriums that meet international standards and take into account the wishes of students will be created in the academic buildings.

The computer equipment will be updated, and the necessary software will be purchased. The university will continue its work on updating the library collection, including electronic media, and modern electronic reading rooms will be established**.**

As a part of the implementation of the university's third mission, the student youth of the university will be actively involved in the implementation of regional social programs and projects.

The university's student body will intensify the work of school debate clubs and colleges to create a unified debate community. At the same time, debate tournaments will continue to address issues such as corruption, drug addiction, the development of social responsibility among youth, and will support the implementation of two seasonal regional projects of the MRC "Debates of Kostanay Region."

Student clubs will continue to cooperate with youth organizations in the city within the framework of regional projects such as the KVN League, intellectual games "Intellect ASU," and others.

Volunteer clubs will expand the scope of social activity and volunteer work, participating in environmental, zoological, and preventive campaigns, such as cleaning the Tobil River area, assisting zooclubs, blood donation campaigns, etc.

The Student Parliament will become an active participant in the project "A set of measures for the development of student movements, ideas, and projects," approved by the MRC of Kostanay Region.

Strengthening the work of the psychological service will ensure cooperation with the corporate foundation "Bilim Foundation" based on a signed Memorandum of Joint Activity to develop projects on students' mental health and other areas of cooperation.

Measures:

- Enhancing, cultivating and maintaining the university's image as a center of science, education and culture;
- Creation of high-demand educational programs, including double-degree programs;
- Creating a comfortable environment for learning, living, and leisure;
- Implementation of measures for early profiling and career guidance of schoolchildren;
- Expanding the range of formal, non-formal, and informative education courses;
- Organization of advanced training courses for teachers according to the standards developed at the University;
- Conducting an annual analysis to identify the current problems of the Kostanay region Secondary School, including identifying the need for personnel;
- Creating your own MOOCs;
- Improving the language competencies of students and teaching staff by organizing free language courses;
- Development of a new fifth area of volunteering – intellectual volunteering;
- The introduction of a rating of student clubs and institutions to determine the level of their self-organization, self-government and social activity;
- Strengthening the role of student government bodies (youth affairs committees, student parliaments, student councils, etc.)
- Annual allocation of financial resources in the University Development Plan for the development of educational institutions (computer equipment, educational literature, laboratories, etc., advanced training of teaching staff and staff).

Strategic Direction 2: Development of Lifelong Learning

The credit (accumulative) system of education, which involves adding new professional competencies to the existing ones and allows for the recognition of non-formal education outcomes, will become the foundation for the development of a lifelong learning system.

The number of individuals who have enhanced their competencies through the university's additional education system will steadily increase.

Courses for acquiring knowledge, skills, and competencies will be organized through various forms of learning, including massive open online courses (MOOCs) offered by global providers such as Coursera, edX, Udacity, as well as through university-developed MOOC courses.

To ensure access to online education for a wide range of the population, the university's existing integrated platform will have the ability to issue personalized electronic certificates of course completion.

As a part of the development of the lifelong learning system and the recognition of non-formal learning outcomes, work on the retraining of teaching staff will continue. By 2025, three additional teacher retraining programs will be developed and implemented: training teachers with subject specializations in general education (music teacher, arts and drawing teacher, primary military training teacher). It is projected that at least 100 participants will be enrolled annually in the teacher retraining programs.

In partnership with companies and businesses, including based on the regional skills needs map (the Regional Atlas of Professions), the range of short-term courses for in-demand labor market qualifications and skills will be expanded.

In order to enhance the digital competencies of citizens, by 2026, courses on basic digital literacy for the population will be developed, and the number of citizens who have completed training in additional education programs for improving digital literacy in everyday contexts will increase. The improvement of citizens' digital competencies will continue through the system of training, retraining, and obtaining micro-qualifications in the field of information and communication technologies. This will allow individuals to acquire necessary professional skills in a short period, build their own learning trajectory, and address gaps in their knowledge.

By 2029, open online courses in non-formal education will be developed and made available, aiming to expand the coverage of the population with non-formal education.

The system of advanced training for academic staff and employees will be built in strict accordance with the trends in higher education development, regional economic priorities, and achievements in science and technology. The list of advanced

training courses for university staff and faculty will be expanded. Each university lecturer will undergo advanced training in the subjects they teach at least once every three years.

Measures:

- Implementation of a unified system of academic credits and credit training in the framework of continuing education
- Expansion of the list of educational programs under the Silver University project.
- Diversification of educational services by expanding the target groups of their recipients, including inclusive education and adult education (life-long learning).
- Development of short-term courses based on a regional occupational needs map and basic digital literacy courses.
- Implementation of a dual training system in cooperation with IT companies as a part of the atlas of new professions and competencies.
- Involvement of departments of the pedagogical institute for the development and implementation of pedagogical retraining programs in specialized areas.
- Development of open online non-formal education courses and their posting on the university's website.

Strategic Direction 3: Scientific Research and Regionalization of Innovative Ideas

The projected development trends are related to the main global trends: internationalization, investment, and publications. One of the key principles for attracting investments in science to address resource-related issues can be considered multichannel funding, including budgetary financing through the Ministry of Education and Science and other ministries, the Science Fund, and other development institutions, as well as public-private partnerships, commercial contracts, the university's own funds, and international grants. In this regard, with a focus on the needs of young people, the phased development of a "smart university" model with a digital ecosystem is highly relevant.

As a part of the "Comfortable School" project, the university aims to prepare educators of the new formation by strengthening its scientific potential and developing scientific-pedagogical schools based on the specialization of research activities in education. The university's researchers' work in the areas of foresight laboratories and other pedagogical directions is planned to be supported and applied in practice for the needs of the region and for the professional development of teachers. In particular, due to the expansion of the network of psychological-pedagogical correction offices and inclusion support offices in Kostanay region, research will be conducted to systematize the professional competencies of special education teachers necessary for addressing the issue of continuity in the support of children with autism spectrum disorders. The implementation

of the project "Environmental Culture of Students in the "Green Kazakhstan" System" will also take place. Additionally, great attention will be given to inclusive education, the development of special psychological-pedagogical support, and early correction for children with disabilities.

A key perspective for the university is the operation of the Center for Academic Excellence (CAE) with a funding volume of 4 billion tenge under the Ministry of Education and Science's PFC program. The goal of this project is to ensure the training of competitive specialists, the creation of educational pathways, and scientific research in the field of high-tech technologies, the development of expert methods and systems for controlling and managing production, and the assessment of the economic efficiency of automating manufacturing processes, in line with the forecasted development of machine engineering, agriculture, and digital technologies, according to the priorities of Kostanay region. The CAE should ensure a new level of interaction with the industrial leaders of Kazakhstan.

The existing dozens of commercial contracts, scientific schools led by researchers attracting state grants, and the operation of its own Institute of Veterinary and Animal Science (NII PB) make it possible to speak of a potential new level of cooperation in the field of animal husbandry and veterinary medicine. Meanwhile, the connections with agricultural universities and research institutes of the Ministry of Agriculture give a chance for research in crop production.

Further development will be given to research areas such as the development of ecological and agricultural tourism in Kostanay region, labor market research, and the organizational and economic mechanisms of sustainable regional development, as well as the implementation of innovative methods and technologies within regional programs on economics and finance.

Measures:

- Concentration of resources on applied research in priority areas of science, teaching methods and technologies, taking into account the impact of the results on the socio-economic development of the university and the region.
- Advanced training of scientists and consulting in the field of project management, project financing, stimulating publication activity.
- Participation in annual competitions for program-specific financing of scientific and technical programs for solving strategic scientific and technical problems of industries.
- Expansion of programs to support scientific schools, mentoring in the scientific field and young scientists at various levels of training.
- Strengthening the university's partnership with the world's leading scientific centers to enhance the integration of Russian science into the international scientific space.

Strategic Direction 4: Development of the State Language

In this direction, the main focus will be placed on continuing (and expanding the coverage) of courses for teaching the state language to students and academic staff, as well as stimulating the publication activity of academic staff in the state language.

The practice of defending dissertations in the state language for those who have studied in other languages will also be encouraged.

Measures:

- Improving the level of proficiency in the state language of students and university staff.
- Increasing the availability of textbooks/teaching aids in the official language.

Strategic Direction 5: Implementation of AI-Based Processes

The implementation of artificial intelligence in university processes will contribute to improving the quality of education, increasing labor productivity, boosting publication activity, and increasing the number of in-demand projects.

Research in the field of artificial intelligence will be encouraged, along with the use of AI elements in research activities and the educational process.

Measures:

- Improving the level of proficiency in AI technologies among academic staff and students.
- Increasing the use of AI in organizing research activities.

4. Strategic Directions, Goals, Target Indicators, and Tasks for Their Achievement

Strategic Direction 1: Development of Higher and Postgraduate Education

Goal 1. Ensuring access to higher and postgraduate education.

Target indicators	Info source	Exec. control	Unit of meas.	2024	In the planned period				
					2025	2026	2027	2028	2029
1.Educational services in the field of higher and postgraduate education	EP	VRAA	Per	8189	8400	8600	8700	8800	9000
Objective 1: Creation of conditions to increase the accessibility of higher and postgraduate education									
Key performance indicators									
1. Number of newly introduced student dormitory beds	AEM	Rector	Unit	320	-	-	-	350	-
2.Student satisfaction level with educational programs	CIEIIET	VRAA	%	-	60	65	70	75	80
3.Percentage of teaching staff with certification in professional development based on the inclusive education model	DSD	VRAA	%	100	100	100	100	100	100
4.Number of students completing MOOCs on global platforms	DEP	VRAA	Per	1000	1100	1200	1300	1400	1500
5.Percentage of renovated facilities over the last 5 years	AEM	Rector	sq. m..	8500	10000	10000	10000	10000	10000

Goal 2: Proactive staffing of the regional economy.

Target indicators	Info source	Exec. control	Unit of meas.	2024	In the planned period				
					2025	2026	2027	2028	2029
1.Percentage of graduates employed in the first year after university graduation.	CEC	VRAA	%	84	85	86	87	88	89
Objective2. Ensuring high quality education in accordance with the needs of the regional labor market									

Key performance indicators									
1.Percentage of accredited educational programs	DSAQE	VRAA	%	78	80	83	85	87	90
2.Percentage of equipment of priority educational institutions (mechanical engineering, ecology, biology, chemistry, agronomy, information systems, information technology and robotics, special education) with modern equipment (depending on the need)	OPSD	Rector	%	20	40	70	80	90	100

Goal 3. Internationalization of higher and postgraduate education

Target indicators	Info source	Exec. control	Unit of meas.	2024	In the planned period				
					2025	2026	2027	2028	2029
1.The number of international educational programs of the university	DEP	VRAA	unit	8	8	9	9	9	9
Objective 3.Creating conditions for expanding the area of internationalization of higher and postgraduate education									
Key performance indicators									
1. The proportion of teaching staff teaching in English out of the total number of teaching staff	OIAM	VRRID	%	15	13	13	13	13	13
2.The share of existing international scientific projects and programs from the total number of scientific projects	OIAM, DSC	VRRID	%	10	12	14	16	18	20
Objective 4. Increasing the global recognition of the university									
Key performance indicators									
1. The number of researchers who have completed internships in the world's leading scientific centers and universities	OIAM	VRRID	per.	9	10	12	14	16	18
2. The proportion of foreign experts involved in teaching	OIAM	VRRID	%	1,9	1,9	2,0	2,1	2,2	2,3

Strategic direction 2. Lifelong learning development

Goal 4. Development of the continuing education system and expansion of the population's coverage of non-formal education

Target indicators	Info source	Exec. Control	Unit of meas.	2024	In the planned period				
					2025	2026	2027	2028	2029
1.The number of students enrolled in non-formal education programs aimed at improving digital literacy at the age of 6-74 years	DCE	VRAA	per.	15	18	20	22	24	25
Content development and intensification of efforts to expand the coverage of non-formal education									
Key performance indicators									
1. The number of students enrolled in the programs of the Silver University	DCE	VRAA	Per	32	35	37	39	40	45
2.The number of students enrolled in non-formal education programs (except for the Silver University)	DCE	VRAA	Per	162	175	180	185	190	200
3.The number of online university courses available on the world's largest platforms	DCE	VRAA	unit.	-	-	1	2	2	3

Strategic direction 3. Scientific research and regionalization of innovative ideas

Goal 5. To create a research ecosystem and enhance the participation of teaching staff in educational and research projects

Target indicators	Info source	Exec. Control	Unit of meas..	2024	In the planned period				
					2025	2026	2027	2028	2029
1. Percentage of teaching staff engaged in research work	DSC	VRRID	%	50	60	70	80	90	100
2.Average number of publications in highly rated publications Q1, Q2 JCR per employee	SL	VRRID	unit.	0,102	0,104	0,106	0,108	0,111	0,113

Objective 6. Increasing the effectiveness of science and its commercialization									
Key performance indicators									
1. The volume of attracted investments for the development of the university, including within the framework of the endowment fund	FES	VRRID	%	3,0	4,0	5,0	6,0	7,0	8,0
2.Number of commercialized research projects	Smart center	VRRID	unit	-	-	-	3	4	5
3.The number of contracts concluded with industrial and commercial partners for the implementation of scientific developments of the university in their activities	DSC	VRRID	unit.	10	15	18	20	23	25
Objective 7. Increasing scientific and innovative potential									
Key performance indicators									
1.The share of financial resources spent on updating scientific equipment	RIAB , FES	VRRID	%	1	1,5	2	2,5	3	3,5
2.The number of patents obtained in the framework of research and development, implemented at the expense of the state budget	DSC	VRRID	unit.	2	2	2	2	2	2
Objective 8. Increased publication activity									
Key performance indicators									
1.Average number of citations per publication	SL	VRRID	unit.	0,65	0,65	0,66	0,66	0,67	0,67
2. The share of financial resources spent on updating the library fund	SL, FES	VRRID	%	0,04	0,05	0,06	0,07	0,08	0,09
Objective9.Development of cooperation in the field of R&D									
Key performance indicators									
1.The share of business sector expenditures from the total internal R&D expenditures of the university	FES	VRRID	%	-	8	9	10	11	12
2. The volume of attracted investments in startups of students and university staff.	Smart-center	VRRID	Thous. tenge	-	5000	8000	12000	15000	18000

Strategic direction 4. Development of the state language

Goal 6. Development of the state language in educational and research activities

Target indicators	Info source	Exec. Control	Unit of meas..	2024	In the planned period				
					2025	2026	2027	2028	2029
1.The share of the state language in the total document flow	DSD	Rector	%	70	75	78	85	90	95
Objective10.Development of the state language in educational and research activities									
Key performance indicators									
1. The share of scientific and (or) scientific and technical projects in the official language	DSC, RIAB	VRRID	%	10	11	12	12	13	14

Strategic direction 5. Implementation of artificial intelligence-based processes

Goal 6. Introduction of artificial intelligence at the university

Target indicators	Info source	Exec. Control	Unit of meas..	2024	In the planned period				
					2025	2026	2027	2028	2029
1. The proportion of the university's business processes using artificial intelligence	LSPPD	VRRID	%	-	10	30	40	50	60
Objective11.Organization of the use of artificial intelligence in the educational									
Key performance indicators									
1.The proportion of teaching staff using elements of artificial intelligence in the educational process and scientific research	DPOEP	VRRA	%	5	100	100	100	100	100
2.The number of studies conducted in the field of artificial intelligence	DSC	VRRID	unit.	-	1	2	3	4	5

5. Expected results by 2029

- 9,000 people – the contingent of students;
- 89% – employment of graduates during the first year after graduation;
- 1.1% – the share of foreign students;
- 150 trainees will undergo professional development every year;
- 150 million tenge – will be spent annually on updating the computer park, software and literature;
- 6% – the share of income from the implementation of funded research projects, commercialization of RNTD in the university budget;

6. Resources

The main strategic resources of the university are an effective management system, an effective corporate culture and personnel policy, employees with high potential, well-developed infrastructure and financial support.

1. The KRU management system ensures a high level of organization of academic, research and innovation activities in accordance with the needs of the regional and national economy and is aimed at improving the efficiency and profitability of existing processes, delineating powers and responsibilities between structural divisions and officials and strengthening the image of the university at the regional, national and international levels.

2. A corporate culture based on the principles of academic integrity, collective responsibility, tolerance and respect for established traditions and values of the university is an important factor in ensuring the effectiveness of the university.

3. High Potential employees, the human resources development system is one of the key sources of the university's competitive advantage, determining the success of the university's activities, its image and work efficiency. The involvement of High Potential employees in the university's management processes ensures the most effective achievement of corporate goals and an increase in their personal potential.

4. Developed infrastructure

The university's infrastructure includes 7 academic buildings, a Smart Center, 6 dormitories with 1,180 beds, sports facilities, and a scientific library.

The digital ecosystem is represented by 57 computer classrooms, AIS Platonus, LMS Moodle, electronic document management, specialized software, etc.

There are more than 100 laboratories and equipped classrooms in the areas of training.

The library's collection includes more than 1 million copies of educational and scientific literature, as well as periodicals of a wide range. The university community has free access to national and international information resources, both on traditional and electronic media. Domestic and foreign electronic information resources are available to readers: KazNEB, EAPATIS, RMEB, Web of Science, SpringerLink, Scopus, ScienceDirect, etc.

About 5,000 training courses with round-the-clock access for students are hosted in the Moodle library. Each training course has a structured design: the training materials are distributed over 15 weeks of the course in accordance with the syllabus calendar and thematic plan. The methodological block of the course contains syllabuses, lecture complexes, and methodological recommendations for the study of the discipline.

The university's campus provides for the academic, research, and socio-cultural needs of staff and students. The systematic development of MTB and the digital ecosystem, as well as the purposeful expansion of the inclusive environment, are focused on improving the quality of educational, research and consulting services.

Financial support

Funds from the following funding sources will be allocated for the implementation of the University's Development Program for 2024-2029:

- the republican budget;
- income from the sale of educational services for the training of specialists;
- income from the results of scientific and technical activities, commercialization of innovative projects;
- public-private partnership funds;
- funds received from the implementation of international scientific and educational projects;
- income from non-core activities;
- the university's own funds;
- charitable contributions from sponsors;
- funds from other sources not prohibited by the legislation of the Republic of Kazakhstan.

In the structure of financial resources necessary for the implementation of the University's Development Program, the costs of:

- development and acquisition of high-quality educational content for the implementation of university training and additional education programs;
- development of educational and laboratory facilities and information and communication infrastructure;

- development of the professional and scientific potential of university teachers and staff through their training, internships, and advanced training in promising areas;

- modernization and creation of modern scientific and innovative infrastructure;

- implementation of international academic and student exchanges;

- development of the university campus infrastructure: modernization and opening of named classrooms, sports grounds, cultural and creative facilities, dormitories, etc.;

- development of student self-government and student participation in student Olympiads, contests, competitions, conferences, etc.;

- procedures for international certification, accreditation and patenting, etc.

7. Decoding abbreviations

ACS	- Anti-corruption compliance service
AEM	- Administrative and economic management
AIC	- Agro-industrial complex
AIS	- Automated information system
CAE	- Center of academic excellence
CEC	- Career and employment center
CIEIIET	- Center for Inclusive Education and Innovative Educational Technologies
DCE	- Department of Continuing Education
DEP	- Department of educational programs
DLD	- Distance learning department
DPOEP	- Department of planning and organization of the educational process
DSAQE	- Department of strategy, accreditation and quality of education
DSC	- Department of Science and Commercialization
DSD	- Documentation support department
DYP	- Department of youth policy
EP	- Educational program
Faculty	- Faculty
FES	- Financial and economic service
FMEIT	- Faculty of Mechanical Engineering, Energy and Information Technology
GF	- Grant funding
HRD)	- Human resources department
LSPPD	- Legal support and public procurement department
MOOC	- Massive open online courses
MSHE	- Ministry of Science and Higher Education
MTB	- Material and technical base
NPLC KRU	- NPLC " Akhmet Baitursynuly Kostanay Regional University"

OIAM	- Office of Internationalization and Academic Mobility
PI	- Pedagogical Institute
PTF	- Program-targeted financing
R&D	- Research and development
RF	- Russian Federation
RIAB	- Research Institute of Applied Biotechnology
RK	- Republic of Kazakhstan
RO	- Registrar's Office
RSTA	- esults of scientific and technological activities
RW	- Research work
SL	- Scientific library
SMS	- Small school
TVET	- Technical and vocational education
VRAA	- Vice-rector for academic affairs
VRRID	- Vice-rector for research, innovation and digitalization
VRSEW	-Vice-rector for social and educational work