

**Kazakh Humanitarian Law Innovative University**



**THE DEVELOPMENT STRATEGY OF THE  
KAZAKH HUMANITARIAN LAW INNOVATIVE UNIVERSITY  
FOR 2020-2025**

**Semey 2020**

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## Introduction

The Development Strategy of the Kazakh Humanitarian Law Innovative University for 2020-2025 is a document that takes into account modern reforms and transformations in the system of higher and postgraduate education of the Republic of Kazakhstan. The adopted Development Strategy of the University is based on the analysis of external and internal environment and is focused on improving the quality of education, development of quality and efficiency of scientific activity, education of the youth on the basis of universal values, as well as transparency of all academic processes, adherence to the principles of academic integrity and ethics.

Until 2020, the University implemented the Development Strategy of the University from 27.12.2017, based on the Strategic Development Plan of the Ministry of Education and Science of the Republic of Kazakhstan for 2017-2021. This development strategy of the university has shown its vitality and the need to be guided in the subsequent strategic planning of the main proven constructions and development priorities of the university. At the same time, the accumulated experience and constant communication with all subjects of the educational and scientific process, the adoption of the State Program of Education and Science Development for 2020-2025 from 27.12.2019 № 988 identified the problematic issues that require updating the strategy of the university development, modernization of activities in accordance with the new goals and objectives.

The results of the implementation of the Strategic Development Plan of KazHLIU up to 2021 from 29.12.2017 by 2020 show the fulfillment of the planned target indicators to the full extent in almost all indicators. Thus, by the end of 2019, the following target indicators were achieved

- Participation of the university in national rankings (Place in the rankings): 2017. - 9th place among 10 best humanitarian and economic universities of Kazakhstan, 2018. - 8th place among the 10 best humanitarian and economic universities of Kazakhstan; 2019 - 5th place among the 10 best humanitarian and economic universities of the Republic of Kazakhstan. (Overfulfilled in 2019 according to the National rating of IAQAE - 5th place)

- Increase in the share of university graduates employed in the first year after graduation: 2017 – 60,6 %, 2018 - 63.9%, 2019 - 65, 7%. (Overfulfilled)

- Increase in the share of university graduates studying by state educational order and employed by specialty in the first year after graduation: 2017. - – 54,5 %, 2018 - 60.0%, 2019 - 75.6%. (Overfulfilled)

- Accreditation of the university and educational programs (% of the total number of educational programs of the university): in 2018-2019 academic year, 31 out of 45 educational programs were accredited, which amounted to 68.9%. (Fulfilled)

- The share of financing of scientific and innovation activities accounted to 2% in 2017, 5,5% in 2018, 6% in 2019, 6,5% in 2020 of the total amount of financing. (Fulfilled)

- The proportion of teachers participating in the implementation of R&D-funded activities amounted to 6% in 2017, 12% - 2018, 15%-2019 of the total number of permanent teaching staff. (Fulfilled)

- The share of students participating in research work amounted to 25% in 2017, 28% - 2018, 30% - 2019 of the total number of full-time students. (Fulfilled)

- Efficiency of research work: share of commercialized projects amounted to 3% in 2017, 4% - 2018, 5%-2019, 6%-2020 of the total number of scientific projects. (Fulfilled)

- The share of the teaching staff who has published the results of scientific activities in the rating scientific publications amounted to 6% in 2017, 7% -2018, 8%- 2019 of the total number of the permanent teaching staff. (Fulfilled by 7.3%)

- The share of students involved in socially useful activities amounted to 40% in 2017, 50% -2018, 55% - 2019 of the total number of students. (Fulfilled)

- The share of students who took part in events within the framework of the "Tarbie zhane Bilim" subprogram of the "Ruhani zhangyru" program: 2017 – 60 %, 2018 – 80%, 2019 – 90%. (Fulfilled)

- The share of students engaged in sports clubs, clubs and creative associations: 2017 – 65 %, 2018 – 77%, 2019 – 80%. (Fulfilled).

The main normative acts and program documents of the state, on which the Development Strategy of KazHLIU for 2020-2025 is based:

1. Constitution of the Republic of Kazakhstan of 30.08.1995;
2. Message of the President of the Republic of Kazakhstan - Leader of the Nation Nursultan Nazarbayev to the people of Kazakhstan, Astana, "Strategy "Kazakhstan-2050": new political course of the established state" dated December 14, 2012;
3. State program for the development of education and science for 2020-2025. Approved by the Resolution of the government of the Republic of Kazakhstan dated 27.12.2019 No. 988;
4. Article of N. Nazarbayev "Looking to the future: modernization of public consciousness" dated 12.04.2017;
5. Message of the First President of the Republic of Kazakhstan N.A. Nazarbayev H.A. to the people "New Development Opportunities in the Context of the Fourth Industrial Revolution" dated January 10, 2018;
6. Message of the First President of the Republic of Kazakhstan N.A. Nazarbayev to the people of Kazakhstan "Growing welfare of Kazakh citizens: increase in income and quality of life" dated October 5, 2020;
7. Article of the First President of the Republic of Kazakhstan N. A. Nazarbayev "Seven faces of the great steppe" dated November 21, 2018;
8. The order of the First President of the Republic of Kazakhstan N. A. Nazarbayev, given at the opening of the Year of Youth on January 23, 2019 and the XVIII Congress of the Party "Nur Otan" dated February 27, 2019.;
9. Message of the President of the Republic of Kazakhstan K.K. Tokayev to the people of Kazakhstan "Constructive public dialogue - the basis of stability and prosperity of Kazakhstan" dated September 2, 2019.;
10. The Law of the Republic of Kazakhstan "About Education" № 319-III of July 27, 2007;
11. The Law of the Republic of Kazakhstan "On Science" dated 18 February 2011 № 407-IV;
12. The Law of the Republic of Kazakhstan "On commercialization of the results of scientific and (or) scientific and technical activities" № 381-V of the LRK dated October 31, 2015.
13. Order of the Minister of Education and Science of the Republic of Kazakhstan dated April 1, 2020 No. 123 "On strengthening measures to prevent the spread of coronavirus infection COVID-19 in educational institutions for the period of a pandemic"
14. On additional measures to ensure the quality of education during the transition to distance educational technologies during the COVID-19 coronavirus infection pandemic (Order of the Ministry of Education and Science of the Republic of Kazakhstan dated 05/04/2020).

## **Section I. Mission and vision**

**Mission:** Training of competitive specialists with higher and postgraduate education in a wide range of areas focused on industrial and innovative development of the region.

**Vision:** A regional university aimed at meeting the changing needs and expectations of society.

## **Section II. Analysis of the current situation and trends in the development of relevant areas of activity**

### **Strategic direction 1: Orientation of the educational process towards continuity of professional training**

#### *Main parameters of development of the regulated sphere of activity*

The educational institution "Kazakh Humanitarian Law Innovative University" provides educational services according to the State license series АБ № 0064053 from 12.03.2009, issued by the Committee for Control in Education and Science of the Ministry of Education and Science of the Republic of Kazakhstan (without limitation of time) with applications for bachelor, master and doctoral programs.

Nowadays, a worthy material and technical base has been formed at the University and modern information technologies are being developed. By the resolution of the Government of the Republic of Kazakhstan № 977 the military department was created at the university.

The high status of KazHLIU, as a leading scientific and educational center of Eastern Kazakhstan, is confirmed by the institutional accreditation of the University by the Agency for Recognition and Quality Assurance in Education "ARQA" (Certificate № HE-IA-00003 of 22.02.2019).

Professional training of specialists at the University is carried out under 58 educational programs of bachelor, master and doctoral programs on the basis of state educational grant, grant of local executive body and on a paid basis.

In 2019-2020 academic year 58 educational programs of bachelor, master and doctoral levels were developed and entered into the Register of Educational Programs of the Unified System of Higher Education Management of the Ministry of Education and Science of RK.

The educational programs are developed taking into account the student-centered technologies of education within the competence approach. Social partners and students are involved in the process of formation of educational programs. At the same time, to prepare educational programs for international accreditation it is necessary to involve foreign partner universities in the review of educational programs based on the module-competence approach.

For the organization of the educational process with the use of distance learning technologies the "University AIS" platform has been prepared, which allows to implement the model of asynchronous learning. Synchronous learning is implemented through the organization of videoconferences or webinars for the academic group (cohort) by the university professors through ZOOM, CiscoWebEx and other platforms according to the approved schedule.

In 2020, a correctional class was opened for students of the educational field "Pedagogical Sciences", which will allow to train students and instill in them the skills to work with children with special educational needs.

Currently, the University provides training in multilingual programs in two educational programs "Computer engineering and software", "Pedagogy and methods of primary education". It is necessary to increase the number of multilingual educational programs of the University, in this regard, it is necessary to increase the level of language training of the teaching staff of the University and students. The University has a Center for Multilingual Education for teaching foreign languages. In the 2019-2020 academic year, about 100 students and 12 University teachers are studying English at the "Erudit" educational and research center in Semey at the expense of extra-budgetary funds of the University.

As of January 2020, 31 educational programs out of 58 educational programs are accredited, which is 53.4 %

In February, 2015 the university passed the specialized accreditation in the Independent Kazakhstan Agency for Quality Assurance in Education on 8 programs of a bachelor degree, 3 master programs and 1 doctoral program with the term of 5 years till 27.03.2020. As of 2014-2015 academic year, 12 out of 31 educational programs were accredited, which made 38,7%.

In May 2019, the University was accredited by the Independent Agency for Recognition and Quality Assurance in Education "ARQA" on 9 programs of bachelor degree, 6 master programs and 4 doctoral programs with a period of 5 years until 29.05.2024. As of 2018-2019 academic year, 31 out of 45 educational programs were accredited, which amounted to 68.9%.

Taking into account the end of the accreditation period of educational programs accredited in May 2015, 15 educational programs will be accredited in 2020.

For successful completion of specialized accreditation, all educational programs will be gradually accredited by national accreditation agencies until 2025. At the same time, preparatory work will be carried out on specialized accreditation of educational programs in international agencies.

The University annually takes part in the national rankings held by the National Chamber of Entrepreneurs "Atameken" and the Independent Kazakhstan Agency for Quality Assurance in Education.

In 2019, according to the ranking of the National Chamber of Entrepreneurs "Atameken" 16 educational programs of the bachelor's degree took the leading positions. Thus, the educational program "Standardization and Certification" took the 3rd place among 24 universities, the educational program "Psychology" took the 7th place among 28 universities, and others.

According to the results of the ranking, the highest percentage of employment in 2018 is observed in the following educational programs: 5B011400 "History" - 100%, 5B073200 "Standardization and certification" - 100%, 5B011900 "Foreign language" - 91,3%, 5B050800 "Accounting and Audit" - 88,9%, 5B020500 "Philology" - 88,2%, 5B050900 "Finance" - 86,2%, 5B060200 "Informatics" - 86%, 5B050300 "Psychology" - 83.3%, 5B070400 "Computer Science and Software" - 83.3%, 5B071800 "Electroenergy" - 82.6%, 5B010200 "Pedagogy and Methodology of Primary Education" - 82, 14%, 5B050600 "Economics" - 80.8%, 5B070300 "Information Systems" - 79%, 5B010300 "Pedagogy and Psychology" - 78.6%, 5B070100 "Biotechnology" - 78.6%.

In 2018, the total percentage of employment of graduates in the first year after graduation was 63.9%, including students studying under the state educational order - 60%.

In 2019, the total percentage of employment of graduates in the first year after graduation was 65.7%, including students studying under the state educational order - 75.6%.

In order to solve the problems of employment of graduates in KazHLIU there is a department called "Career Center", on the website of the university there is a section "Graduates" with useful information about vacancies for graduates, recommendations on employment, etc. Every year the presentation of the University website on employment issues is held with the students of graduate courses.

At the same time, the analysis of indicators of employment of graduates for last years has shown that in order to increase professional adaptation of students of graduate courses of university it is necessary to:

- include additional educational programs in educational programs in order to form additional competencies;
- conduct additional courses at the University to develop skills for successful employment, communication skills, teamwork, self-presentation, CV writing, etc.;
- conduct qualification upgrading courses on the basis of the University's Institute of Professional Development for university graduates of different years to introduce systematic post-course support;
- introduce demonstration exams according to the World Skills standards as part of the intermediate and final attestation of students in order to determine the level of knowledge, skills and abilities of students and graduates that allow them to carry out professional activities in a specific field and/or work in specific professions.

In order to adjust educational programs in a timely manner and to improve the quality of the educational process, it is necessary from 2020 to assess the satisfaction with the quality of

graduates' training through online questionnaires of students, graduates, employers and other stakeholders.

According to the results of ranking by the Independent Kazakhstan Agency for Quality Assurance in Education, KazHLIU was ranked 5th among the 10 best humanitarian and economic universities of Kazakhstan in 2019. In the ranking of academic staff KazHLIU ranks 4th among 10 best humanitarian and economic universities of Kazakhstan, according to the results of training of students and the number of educational programs - 3rd place among 10 best humanitarian and economic universities of Kazakhstan, in the ranking of the contingent of students - KazHLIU took the 2nd place among 10 universities.

In the last 5 years the number of students studying on the basis of state educational grant, grant of local executive body has increased. So, the share of students studying on the basis of the state educational grant, grant of local executive body in 2015-2016 academic year amounted to 0,32 %, in 2016-2017 academic year - 1,4 %, in 2017-2018 academic year - 6,2 %, in 2018-2019 academic year - 10,8 %, in 2019-2020 academic year - 13,4 %.

However, over the last three years, there has been a decline in the overall number of students studying at the university. Thus, in 2017-2018 academic year the total number of students was 5284, in 2018-2019 - 5441, in 2019-2020 - 4816 people.

As a result, it is necessary to change the system of vocational guidance work, namely:

- conclude contracts with secondary general education institutions to develop additional educational programs for students in the field of robotics, the basics of entrepreneurship and business, law, sports, social education, etc.;

- open laboratories on robotics, workshops on the basics of entrepreneurship and business, law studios, sports clubs, etc. at the university;

- organize events and competitions systematically among students of secondary general education and secondary vocational institutions on the basis of the implemented additional educational programs at the University.

All of the above activities will help to form a quality contingent of university students.

*Analysis of the main problems.*

- low number of international students at the university. Currently there are 36 international students at the university, which is 0.7% of the total number of students.
- insufficient number of educational programs with external reviews from foreign partner universities.
- low involvement of students of secondary general education and secondary vocational institutions in various university events due to the lack of organised circles, studios, workshops and laboratories for the teaching of Soft Skills and World Skills to children. To solve this problem, in 2020 extra-budgetary funds were allocated from the University to open a laboratory for robotics, workshops on the basics of entrepreneurship and business, etc.
- the system of post-course support for graduates is weakly implemented.
- low foreign language proficiency of the teaching staff.
- insufficient transparency of the education quality system.

*Assessment of the main external and internal factors.*

*External factors:*

- expanding the academic freedom of higher education institutions in determining the content of educational programs;

- the possibility of introducing additional Minor educational programs for university students as part of the Major educational program;

- development and approval of professional standards;

- establishment of a centre for methodical innovations at the National Academy of Education named after I. Altynsarın;

- increase in the value of the state educational grant;



- development of digital educational resources, networks and platforms for mass open online courses (MOOCs);
- connection to the platform "Open University of Kazakhstan" to ensure that every student has access to online courses.

*Internal factors:*

- allocation of extra-budgetary funds from the university for the opening of a laboratory on robotics, workshops on the basics of entrepreneurship and business, law studios, physical culture and sports clubs, etc. for students of secondary general education and secondary professional institutions;
- allocation of extra-budgetary funds from the university for teaching English to the teaching staff of the university;
- allocation of extra-budgetary funds from the university to provide qualification upgrading courses for the teaching staff on new digital technologies to improve and absorb new knowledge;
- opening of new scientific research and training laboratories, including with the involvement of social partners;
- digitization of educational and methodical literature in the university library.

**Strategic direction 2. Scientific research and innovation development of the University: strategies and mechanisms of modernization in the context of modern socio-economic development of Kazakhstan.**

*Main parameters of the development of the regulated sphere of activity.*

The results of the implementation of the Strategic development plan of KazHLIU from 29.12.2017 to 2020 show the fulfillment of goals and objectives in the direction of "Development of research and innovation activities of the University". So, by the end of 2019, it was planned to achieve 6 target indicators and 34 indicators, and implement 43 activities. All 6 target indicators planned for 2020 have been achieved.

Within the framework of guaranteed academic autonomy (Strategy "Kazakhstan-2050"), the Kazakh Humanitarian Law Innovative University has started to modernize scientific research activities and create applied research units in the field of commercialization of research results.

Scientific research and innovation work at the University is conducted on the basis of the legislation of the Republic of Kazakhstan in the field of regulation of scientific activities, as well as on the basis of local regulatory documents of the University in the field of organization of scientific work at the University.

Every year the university plans and successfully implements a number of tasks aimed at the development of research activities. The results of this work are reflected in the implementation of research projects carried out by the university and its scientific and structural subdivisions; in the organization and implementation of scientific and practical activities that bring together famous scientists and practitioners, young scientists, students within the walls of the university; in published scientific papers. The main requirements for research activities in the university are relevance, high theoretical level, practical importance and close connection with the educational process, as well as the level of commercialization of scientific developments in order to contribute to the development of the region and the country as a whole.

Research work at the university is provided with a clear infrastructure.

The executors of scientific research work in the Kazakh Humanitarian Law Innovative University are the teaching staff of the university, research workers, bachelor, master and doctoral students.

As part of the Strategic Development Plan of the University until 2020, the University has carried out significant work on the development of scientific research departments of the University, improvement of the scientific policy of the University, the system of management and funding of scientific research. The following scientific research centers operate at the Kazakh Humanities Law Innovative University:

1. Scientific Research Center "Alashtanu";

2. Scientific Research Center for Economic Research;
3. Scientific Research Center for Innovation Activities;
4. Scientific Research Center “Actual problems of the jurisprudence”

In order to get the possibility of approbation of the results of scientific research the following laboratories function at the University: crime laboratory, laboratory of “Forensic Expertise”, laboratory of cell biotechnology, laboratory of microbiology and virology, laboratory of organic and bioorganic chemistry, laboratory of food biotechnology, laboratory with climatic chamber, etc. All laboratories represent modern, highly equipped bases of scientific activity in the region.

Planning and spending of funds for scientific research work is carried out in accordance with the internal regulations of KazHLIU "Planning and spending of funds for scientific research work of the Kazakh Humanitarian Law Innovative University". The Regulation establishes the basic principles and order of relations between scientific managers of scientific research work and research teams, services and employees of structural subdivisions in the performance of scientific research work, regardless of sources of funding, as well as the order of conclusion and execution of contracts and orders, planning and execution of cost estimates in their performance. A set of measures to stimulate university researchers, encourage scientific initiatives and mechanisms to support the commercialization of scientific developments is quite widely represented.

Over the past three years, despite the reduction of funding from the Ministry of Education and Science of the Republic of Kazakhstan, there has been an increase in funding of science as a whole at the expense of the university's own funds and grants from outside organizations. Thus, the share of funding for research and innovation activities was 2% in 2017, 5.5% in 2018, 6% in 2019 of the total amount of funding at the university.

The introduction of new financial and organizational stimulus measures has intensified the scientific process at the university. Much attention is paid to a set of measures to improve the image of science and researchers and to attract young researchers to science. For this purpose, the university is working on the creation of a full cycle of training of scientific personnel from the bachelor's degree to the defense of doctoral dissertations with the provision of all conditions for recruiting trained scientists as researchers at the university.

New mechanisms of scientific policy helped to stabilize the situation with human resources potential and increased the interest of young people in science. The share of scientists under 35 for this period is 50%. The average age of the teaching staff is 35-39 years.

The participation of the University in the scientific system of the region, the republic and the international space has expanded. For the last three years the University has implemented and is implementing scientific research on 24 initiative topics, 17 joint international scientific projects, 1 project under the grant of the National Agency for Technological Development (NATD), 5 scientific projects within the grant financing of the Ministry of Education and Science of the Republic of Kazakhstan.

There is a significant increase in the publication activity of the University scientists in foreign rating publications. Over 50 publications have been published during the last 3 years. Scientific journal "KazHLIU Bulletin" received the status of an international journal and entered the international citation base of RSCI, the digitalization of all editions of the journal was also carried out through the presentation of editions of the journal in the Unified Electronic Library of the Republic of Kazakhstan.

The university has created an electronic database of scientific works. In the framework of the implementation of the principles of academic honesty and adherence to the principles of scientific ethics in the university there is a mechanism of examination of scientific works, written works of scientists, teaching staff and students for illegal borrowing, prevention of academic fraud.

#### *Analysis of the main problems*

With the positive dynamics of improving the quality of scientific research, the search for opportunities to commercialize the results of scientific activity, increase in the scientific activity

of the teaching staff and students, development of various methods to stimulate and support scientific research activities in the university, the following problems remain relevant:

- Insufficient involvement of school pupils and students of technical professional organizations of education in research work in higher educational institutions is observed;

- There is still a problem of attracting and retaining talented youth and highly qualified specialists in science;

- Insufficient knowledge of modern research skills, lack of foreign language skills to fully promote the results of scientific research in international scientific space;

- Despite the expansion of mechanisms for stimulation of scientific activity in the university there is still insufficient remuneration of scientists, especially in comparison with business, financial and other spheres of economy;

- Insufficient efficiency of research and development (hereinafter referred to as "R&D"), and also low activity of business structures in co-financing university scientific research due to insufficient attractiveness of scientific research;

- Uneven concentration of scientific directions, implemented in the university on different priority directions of development of Kazakhstan;

- Insufficient potential for commercialization of scientific results.

*Assessment of the main external and internal factors*

*External factors:*

- Increase in the age of the university staff with academic degrees;

- Science and industry scientific research are not coordinated by a single body;

- Continuous reform of state norms and standards, which affects the training of scientific staff (continuous change of requirements for awarding degrees);

- Number of PhD students does not cover the needs of higher education organizations for the university staff with academic degrees;

- High demand of business structures and enterprises only for financial profit without expenses for investment in development and scientific research;

- Lack of legal mechanisms in the state for obligatory support of Kazakhstan science from the investors interested in Kazakhstan market;

- Lack of balance of interest in education and science organizations in the state depending on the form of ownership: active support of state and national higher education institutions, high demand and constant monitoring of private educational institutions;

- Threats of suspension or reduction of scientific activity, impossibility to implement and achieve planned scientific results due to the state of emergency, quarantine measures in connection with the threats of pandemics, epidemics, etc.

*Internal factors:*

- Insufficient connection between science, education and production, hence the lack of commercialization of scientific developments;

- Insufficient use of scientific databases by the teaching staff and researches;

- Insufficient level of efficiency of scientific research and citation of scientists and the university.

### **Strategic Direction 3: Modernization of the mechanisms of the organization of educational activities in the framework of the comprehensive development of the student**

*Main parameters of the development of the regulated spheres of activity*

The priority task of the state is to create conditions for self-realization of young people and formation of their competitiveness. For the achievement of the set goal of educational work at the university the Concept of educational work of the Kazakh Humanitarian Law Innovative University which represents scientifically proved set of views on the basic purposes, tasks, principles, the maintenance and directions of educational work is confirmed.

The basis for the formation of the Concept of educational work of KazHLIU was the program "Ruhani Zhangeru" and projects "Tugan zher", "Sacral geography of Kazakhstan", "Mod-

ern Kazakh culture in the global world", "100 new faces of Kazakhstan" which are directed on preservation and multiplication of spiritual and cultural values.

For realization of the main tasks of the Concept of educational work of KazHLIU the Center for Youth Policy (CYP) functions at the university, which is a structural division of the university and creates optimal conditions for providing intellectual, spiritual, moral and physical development of students.

Student self-governance is an integral part of the whole university management system which implements the most important functions in the organization of student life. The activity of the student self-governance at the university is organized in accordance with the intrauniversity normative document "Regulations on the Committee on Youth Affairs".

The system of student self-governance is implemented through such organizations as: "Enactus KazHLIU" team, creative group "Urker", youth wing "Zhas Otan", "Alliance of KazHLIU students", public fund "Commonwealth of Young Lawyers", "Club of the Funny and Inventive People of KazHLIU", debating club "Everest", charity organization "Ak Niet", "Business incubator".

The main purpose of student self-governance is to educate students in civic engagement, creative attitude towards learning, social activities and formation of leadership skills of future specialists.

The main directions of student self-governance are the implementation of rights and freedoms of students, involvement in collegial bodies of the administration of the university, faculty in order to discuss and solve the main issues of the university, the formation of students' self-governance skills, the development of initiatives and autonomy of students, increasing their responsibility for competent and professional participation in society.

For further modernization of the mechanisms of organization of educational activity within the framework of comprehensive development of students it is necessary to create conditions for:

- providing a safe and comfortable environment for university students;
- providing intellectual, spiritual, moral and physical development of the learner - development of universal creative abilities, stimulation and development of civic responsibility, patriotism, legal consciousness, political culture of youth, value based attitude to the environment;
- development of mechanisms to support talented young people - creation of conditions for receiving quality education that meets the requirements of international standards, development and support of young talents, support of youth initiatives;
- implementation of social, educational, cultural and educational projects - involved in voluntary socially-oriented, socially useful activities through their financial incentives in the form of social student loans.

Providing a safe and comfortable environment for university students is one of the priority directions, which is focused on solving social and legal problems.

A public fund "Commonwealth of Young Lawyers" is functioning at the University to provide social and legal support to students.

The Public Foundation "Commonwealth of Young Lawyers" implemented a number of socially important projects:

- "Improvement of Legal and Religious Literacy of the Youth" (state social order of the Department of Internal Policy of the East Kazakhstan region, 2016);
- «Formation of legal culture and legal consciousness of the society" in cooperation with the Non-profit joint-stock company "Center for Support of Civil Initiatives"» with the support of the Ministry of Religious Affairs and Civil Society of the Republic of Kazakhstan (RK - 2017);
- Social project "The World of Law: from knowledge to action", legal universal educational project for educational institutions of Semey and university students (Semey 2018);
- Social project "Implementation of activities for improvement of legal literacy of the population in the field of consumer protection in the East Kazakhstan region" in cooperation with the Non-profit joint-stock company "Center for Support of Civil Initiatives" with the support of

the Ministry of Information and Public Development of the Republic of Kazakhstan (EKR - 2019).

In order to develop professional skills, students - members of the public fund "Commonwealth of Young Lawyers" conduct training seminars on oratory, leadership and teambuilding. The main purpose of these events is the creation and functioning of a coaching team to spread the ideas of legal literacy among the youth of EKR.

Public Foundation "Commonwealth of Young Lawyers" is working to implement measures to protect students from information and materials that are harmful to their spiritual development, to create a tolerant environment. One of the directions of work with student youth of the University is the formation of attitude of tolerant consciousness and behavior, religious tolerance and peacefulness, prevention of different types of extremism and counteraction to it.

For social support of the students of the university an intrauniversity normative document "Regulations on discounts for education and provision of the Rector's grant" was approved.

In accordance with this Regulation, the University has established a rector's grant (100% discount for tuition), which is provided to socially vulnerable students (graduates of orphanages, disabled people of the first group, etc.) and students who received according to the results of UNT 125 and above points, the owners of the sign "Altyn Belgi". In addition, there is a 25% discount for students without parental care and children of the university employees for the entire period of training. Provided that two students from the same family study at the University, each student gets 10% discount for the whole period of study.

To ensure a safe and comfortable learning environment for students, CCTV cameras are installed in all classrooms and in the "House of students".

At the same time, it is planned to carry out a number of works to improve social and legal protection of students and socio-psychological adaptation of 1st year students, especially those studying under the State program "Serpin".

To ensure intellectual, spiritual, moral and physical development of the student, the University carries out activities aimed at the development of universal creative abilities, stimulation and development of civic responsibility, patriotism, legal consciousness, political culture of the youth, value based attitude to the environment.

For activation of creative initiatives, self-realization and self-development of students on the basis of expansion of student self-governance and their involvement in all spheres of university life there are various student organizations.

A creative group "Urker" was created to develop and support talented students.

The Debate Club "Everest" was created for adaptation of students in the world of modern communications, development of speech techniques, formation of skills of constructive communication, mastering of technologies of social leadership, education of information culture. The debate club "Everest" actively cooperates with students of secondary general education and secondary vocational institutions of the city of Semey. Thus, in 2019, on the threshold of celebration of the 1150th anniversary of Al-Farabi, the debate club "Everest" organized and held a city tournament "Bastau 2019" among school pupils, dedicated to the "Year of Youth".

For the development of the best traditions of the most popular among young people amateur creative activity and improvement of new forms of organization of youth leisure, a team of "Club of the Funny and Inventive People of KazHLIU" was created.

Students take an active part in city and republican events. Thus, the team of "Club of the Funny and Inventive People of KazHLIU" became the vice-champion, the owner of the 2nd place in the Republican Open League, which was held in Ust-Kamenogorsk and 3rd place in the Open League of Abai district of EKR.

Abubakir Madlen, 3rd year student of the youth wing "Jas Otan" received the nomination "Breakthrough of the Year" at the Republican meeting of chairmen of the Committee on youth Affairs in Nur-Sultan.

The university pays a lot of attention to the development of entrepreneurial skills. In this connection, the "KazHLIU Business Incubator" was created on the basis of the "Enactus Ka-

zHLIU" team. "Business Incubator of KazHLIU" promotes the development of entrepreneurial activity of students of the university, teaching students practical skills of creating and managing a business, conducting internships and trainings, facilitating the establishment of business relations between graduates and students of the university.

In 2017, the KazHLIU Enactus team took the first place at the National Cup of Student Entrepreneurship, Startups and Innovations ENACTUS Kazakhstan National Expo 2017, which was held on April 28, 2017 in Almaty. ENACTUS KazHLIU team got the right to defend the honor of Kazakhstan at the ENACTUS World Cup 2017, which was held on September 26-28, 2017 in London. The team took the 3rd place in the third league at the World Cup.

In 2018, "Enactus KazHLIU" team became a two-time champion of the National Cup of Student Entrepreneurship, Startups and Innovations and won a ticket to the World Championships in San Jose (California, USA). In addition, in the competition organized by the company "Raimbek Group" student-participants of the Business Incubator of KazHLIU took the 2nd place and won 1 million tenge to implement its start-up project.

"Business Incubator of KazHLIU" regularly conducts trainings, seminars, contests of startup projects for students and pupils of secondary general education and secondary professional institutions. Thus, as part of the Roadmap for the Year of Youth, a regional contest of startups "Semey Startup Weekend" was organized at the University, the main goal of which was to support socially significant business ideas of school pupils and students.

There was also a contest "Startup Battle". The aim of the contest was to stimulate entrepreneurial initiatives of school pupils of Semey, to form competitive advantages of the personality, and to increase the popularity of entrepreneurial activities among school pupils. School pupils and students of our city and region attend courses of the training center "Fox Training", organized by the center "Business Incubator of KazHLIU". Young people are learning the basics of self-development and business, meet with businessmen from our city, write their projects.

KazHLIU Startup Weekend contest for young people of Semey will start on February 21-23, 2020. The participants have the opportunity not only to present their projects, but also to win grant funding from the university and support from experienced mentors and business leaders. The contest will be held in the following areas: - ECO; - Digital; - Social.

For the development of physical culture of students, the network of sports sections of the university has been expanded.

Students of KazHLIU take active part in city competition "Health of the Nation". The university management created all necessary conditions for personal and physical development of students, teachers and university staff. There are sections on summer game sports such as basketball, volleyball, soccer, table tennis, bullet shooting, togyzkumalak and Daido Juku Kudo, as well as on winter game sports (skiing), which are held on the basis of the University country sports complex.

The staff of the military department works on stimulation and development of civil responsibility, patriotism, legal consciousness, political culture of youth, value based attitude to environment, support of youth initiatives. Military-patriotic and educational work of officers personnel of the military department is aimed at developing and nurturing a sense of Kazakh patriotism, love for the homeland, readiness of future officers to defend the Fatherland.

Military patriotic event "Zhas Sarbaz" dedicated to the Day of the First President of the Republic of Kazakhstan is traditionally held at the military department of KazHLIU among school pupils and college graduates.

The volunteer organization "Ak Niet" operates at the University for the implementation of social, educational, cultural and educational projects.

"Ak Niet" is created for the purpose of rendering assistance to needy people, care of children of an orphanage, the organizations of various charitable actions in orphanages and work on rendering assistance in a household to veterans of the Great Patriotic War within the campaign "Kurmet pen Tagzym".

The organization of volunteers "Ak Niet" conducts a charity event "Kurishtan kuigan kudirret, karttarim aman-sau zhurshi" in medical and social institutions for elderly and disabled people of Semey. Together with medical institutions of Semey, they traditionally take part in the "Salamatty Ana Men Bala" event.

Volunteers of "Ak Niet" KazHLIU became participants of the city action "Become a donor - give life". The members of the organization of volunteers "Ak Niet" permanently conduct training sessions for children in the museum of the Nevzorovs family.

To increase the proportion of students involved in voluntary socially directed, socially useful activities in the interests of individuals and (or) legal entities, through their financial incentives in the form of social student loans, the university has a project "Social Student Credit". Currently, 69 students are registered on the online platform "Qazvolunteer.kz", 20 students have started working under the project "Social Student Loan".

The Association of Graduates was established in 2015 in order to enhance the prestige of KazHLIU by organizing and developing interaction between graduates, maintaining cultural, creative and business ties with the University. The Association implements the project "Altyn uyaga - tagzim", in which graduates of different years provide social support to students of KazHLIU. During these years, more than 80 students were granted scholarships worth more than 2.5 million tenge from the fund of the Association.

Due to the fact that since 2020 the city of Semey has received the status of a historical center, it is necessary to include in the Concept of educational work of the University social projects "Tarih Tagylymy" (study of the history of the city of Semey and personalities who contributed to the development of the region) and project "Anthology of Kazakh culture" (study of national folklore through the works of akyns, zhyrau, kuishi) in the year of celebration of the 175th anniversary of Abai Kunanbaiuly.

#### *Analysis of the main problems*

- insufficient number of activities aimed at social and legal protection of students and socio-psychological adaptation of 1st year students;
- low participation in the republican student winter and summer sports Olympiads;
- insufficient involvement of university students in university student organizations;
- insufficient number of projects aimed at social and legal protection of university students and implemented by the public foundation "Commonwealth of Young Lawyers".

#### *Evaluation of the main external and internal factors*

##### *External factors:*

- internal political stability;
- sustainable socio-political development;
- influence of various destructive religious associations;
- increased risks for young people (crime, drug abuse, suicide, etc.).

##### *Internal factors:*

- the system of joint actions of youth public organizations of higher education institution with state structures at republican, regional and local levels is established;
- conditions have been created to activate creative initiatives, self-realization of students and self-development based on the expansion of student self-governance and their involvement in all spheres of university life.

### **Strategic Direction 4: Modernization and increasing the level of attractiveness of the university's international activities.**

#### *Key parameters of the development of the regulated sphere of activity.*

The University annually expands the scope of international cooperation, looks for new opportunities to implement academic mobility programs for students to study at foreign universities, as well as to develop joint educational programs.

In 2019, as a part of the academic mobility programs, 7 students went to study at foreign universities in Russia, Turkey, and Bulgaria (Tuition is free).

Every year, our master students, doctoral students and young teachers take foreign scientific internships.

So, in March 2019, master and doctoral students majoring in “Philology” and “History” (15 people) completed a foreign internship at the Center for the study of the Kazakh language, culture and exchange of scientific and technical information, opened by our University at the Technical University of Sofia (Bulgaria).

In October-November 2019, doctoral students of various specialties completed foreign internships at the universities of Turkey.

In July 2019, undergraduates and doctoral students of KazHLIU (16 people) completed a research internship in Computer science at the Technical University of Sofia (Bulgaria).

The University implements joint double-degree educational programs with foreign universities.

Since 2018, an MBA educational program has been implemented jointly with Varna University of Management. In October 2019, 15 doctoral and master students of KazHLIU received MBA diplomas.

In October 2018, 10 students of the Faculty of Information Technology and Economics completed a double-degree program at the University of Finance and Management (Poland, Bialystok), specializing in "Informatics in Economics". In February 2020, the protection of these students' diploma works should take place.

In 2019, a new joint double-degree master program was opened in the specialty "Biotechnology" with the Altai State University (Russia). 3 master students of our University study in this program.

In 2019, more than 20 new agreements were signed with foreign universities. Currently KazHLIU has a total of 150 international agreements on academic and scientific cooperation with foreign universities as of the beginning of 2019.

Every year, international summer and winter schools are held for pupils of the city's schools and our students in various areas: the development of entrepreneurial skills, improvement of language competencies. Thus, in June 2019, the international summer school "International trade in the context of Eurasian cooperation. Effective intercultural communication", as well as a summer school for learning English for children and school pupils were held with the involvement of foreign teachers.

KazHLIU annually invites foreign scientists and specialists, including to the top management of the university. Thus, for 2 years more than 40 people were invited, including 2 specialists to the top management of the university. Foreign specialists are invited on the basis of both budgetary and non-budgetary funding.

In September 2018, in order to promote Kazakhstan education abroad, KazHLIU opened a foreign representative office "Centre for the Study of Kazakh Language, Culture and Exchange of Scientific and Technical Information" in the Republic of Bulgaria in Sofia Technical University. The Centre's activities are financed by KazHLIU. In January 2020, the Academic Council of KazHLIU decided to rename the Centre into Abai Cultural and Educational Centre.

#### *Analysis of the main problems*

Insufficient knowledge of foreign language among students of non-linguistic professions, as well as the teaching staff;

Insufficient funding for the development of academic mobility programs for students;

Insufficient awareness of the teaching staff about the opportunities of participation in international projects and programs and low motivation of the teaching staff;

Low motivation of the teaching staff to improve their language skills.

Assessment of the main external and internal factors

External factors:

- Competition with other universities in the region;
- Changes in the political situation in the country and the Eurasian space, emergence of local conflicts.



- Changes in the economic situation of the country, further depreciation of the national currency.
- Changes in the normative legal base of Kazakhstan that regulates the implementation of international activities of the University.
- Deterioration in the demographic situation of the country and the region.
- Lack of opportunity to invite foreign scientists to the university, as well as lack of opportunities for students and teachers of KazHLIU to go to foreign universities in the conditions of closure of national borders, quarantine and restrictive measures.

*Internal factors:*

- Improvement of the language skills of students and teaching staff through the implementation of a multilingual education program.
- Participation of the university in international programs and projects of academic mobility of students, increasing the potential of the organization (Erasmus projects), the opportunity to study under international grants.
- Attraction of other extra budgetary sources of financing for development of international projects and programs.
- Raising the awareness of employees of the university and teaching staff of planned international events on the basis of KazHLIU, as well as foreign partner universities.
- Introduction of a system of differentiated remuneration for the teaching staff and employees who speak foreign languages in order to increase motivation
- Implementation of digital academic mobility, holding international events in the distance format.

### **Chapter III. STRATEGIC DIRECTIONS, GOALS, OBJECTIVES, TARGET INDICATORS, ACTIVITIES AND INDICATORS OF RESULTS**

#### **Strategic direction 1: Orientation of the educational process towards continuity of professional training**

Goal 1.1 Further development of the educational process to ensure continuity of professional training of specialists in accordance with the needs of the regional economy.

Target indicators (with an indication of the time limit (period) of achievement)	Measurement unit	Planned period					
		2020	2021	2022	2023	2024	2025
1	2	3	4	5	6	7	8
Increase in the share of students of secondary general education and secondary professional institutions who took part in the studios, workshops, laboratories opened at the University for the development of Soft Skills and World Skills	%	2	3	5	7	9	10
Increase in the share of university students involved in additional educational programs that teach Soft skills	%	5	7	8	10	12	13
Increase in the number of listeners who have completed qualification upgrading courses at the University's Professional Development Institute	unit	300	400	500	600	700	800
Increase in the share of graduates who studied under the bachelor's degree program of the University and were employed in the first year after graduation	%	50	55	55	60	65	70
Increase in the share of university gradu-		70	75	80	80	85	90

ates who graduated from master and doctoral programs and were employed in the universities and scientific organizations in the first year after graduation.	%						
Increase in the share of graduates employed in the first year after graduation by state educational order	%	70	71	72	73	74	75
Accreditation of educational programs	% of the total number of educational programs of the university	58	-	70	-	80	100

### Ways, means and methods to achieve the target indicator

Task 1.1.1. Development of the multilevel educational programs to provide continuous professional training.

Indicators of the direct results	Measurement unit	Planned period					
		2020	2021	2022	2023	2024	2025
1	2	3	4	5	6	7	8
Increase in the number of developed additional educational programs for students of secondary general education and secondary professional institutions of the region.	unit	2	3	4	7	9	10
Opening of circles, studios, workshops, laboratories for training of Soft Skills and World Skills for students of secondary schools and colleges	unit	2	3	3	4	7	9
Percentage of students of secondary general education and secondary professional institutions who took part in the events and competitions on the implemented additional educational programs at the University	%	0,2	0,5	1,0	2,0	3,0	4,0
Share of actualized educational programs based on professional standards	%	40	45	50	55	60	65
Share of actualized educational programs based on the requirements of social partners.	%	100	100	100	100	100	100
Share of implemented multilingual educational programs.	%	7	8	9	10	12	15
Increase in the number of developed and implemented additional educational Minor programs for university students.	unit	5	10	15	20	30	40
Increase in the number of additional educational courses that teach Soft skills to university students.	unit	2	3	5	7	7	9
Increase in the number of additional educational programs for qualification upgrading courses involving business structures.	unit	5	10	10	15	20	20
Share of the university teaching staff who have completed English language courses.	%	10	15	20	25	30	40

<b>Activities for achieving indicators of the direct results</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
Conclusion of an agreement with secondary general education and secondary professional institutions of the region to develop additional educational programs for students	X	X	X			
Development of additional educational programs in the field of robotics, basics of entrepreneurship and business, law, physical culture and sports, social-pedagogics, etc.	X	X	X	X	X	X
Allocation of extra budgetary funds of the University for the opening of a laboratory on robotics, workshops on the basics of entrepreneurship and business, law studios, physical culture and sports clubs, etc.	X	X	X	X	X	X
Organization of events and competitions among students of secondary general education and secondary vocational institutions on the implemented additional educational programs at the University.	X	X	X	X	X	X
Actualization of educational programs based on approved professional standards	X	X	X	X	X	X
Actualization of educational programs of higher education in the field of "Pedagogical Sciences" taking into account the updated content of secondary education, postgraduate education based on the professional standard "Teacher".	X					
Expansion of international and inter-departmental relations	X	X	X	X	X	X
Conducting additional English language courses for university students at the " Center for Multilingual Education" of the university	X	X	X	X	X	X
Allocation of extra-budgetary financial resources of the university for providing English language training courses to the teaching staff of the university	X	X	X	X	X	X
Formation and approval by the Academic Council of the University of a catalog of additional educational Minor programs.	X	X	X	X	X	X

#### Task 1.1.2. Improvement of the academic system of education quality assessment

<b>Indicators of the direct results</b>	<b>Measurement unit</b>	<b>Planned period</b>					
		2020	2021	2022	2023	2024	2025
1	2	3	4	5	6	7	8
Share of educational programs that have passed the system of external expertise from social partners.	%	50	70	90	100	100	100
Share of educational programs that have passed additional assessment from foreign partner universities	%	10	25	35	50	60	80
Share of accredited educational programs of the university	%	58	-	70	-	80	100
Share of educational programs that have implemented demonstration exams according to World Skills standards as part of the intermediate and final evaluation of students.	%	3	10	15	20	30	40
Development of online	ед.	8	15	20	20	20	20

questionnaires to assess satisfaction with the quality of graduates' training.							
<b>Activities for achieving indicators of the direct results</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	
Involvement of employers in the development and review of educational programs based on a modular-competent approach.	X	X	X	X	X	X	
Involvement of foreign partner universities in the review of educational programs based on module-competent approach.	X	X	X	X	X	X	
Preparation of educational programs for national and international accreditation	X	X	X	X	X	X	
Development of intrauniversity regulatory documentation for organizing and conducting demonstration exams according to World Skills standards as part of the intermediate and final certification of students.	X						
Development of an online platform on the University website to conduct a sociological survey among students, alumni and employers.	X						
Actualization of the online platform for conducting a sociological survey among students, alumni and employers with online questionnaires.	X	X	X	X	X	X	

Task 1.1.3. Improvement of the digital infrastructure and material and technical base of the university.

Indicators of the direct results	Measurement unit	Planned period					
		2020	2021	2022	2023	2024	2025
1	2	3	4	5	6	7	8
Percentage of students who have completed mass open online courses (MOOCs).	%	0,5	2	5	5	10	15
Share of digitized educational and methodical literature of the library.	%	0,5	0,7	1,0	1,5	2,0	2,5
Share of the teaching staff who have completed qualification upgrading courses on new digital technologies to improve and master new knowledge.	%	20	40	50	70	80	100
Increase in the number of new research and training laboratories.	unit	2	3	3	4	5	5
The amount of financial resources allocated to replenish the library book collection.	thousand tenge	40 000	40 000	42 000	45 000	45 000	45 000
The amount of financial resources allocated for the expansion of Internet communications, website update, information network development.	thousand tenge	3 000	3 000	3 200	3 200	3 300	3 300
The amount of financial resources allocated to purchase software, licenses, ISBN, support	thousand tenge	300	300	350	360	360	380

patents and other intangible assets.							
The amount of financial resources allocated for current and capital repairs of educational facilities.	thousand tenge	100 000	105 000	105 000	108 000	110 000	115 000
<b>Activities for achieving indicators of the direct results</b>		<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
Connecting to Mass Open Online Courses (MOOCs) to provide access to online courses for each learner		X					
Connection of the university to the platform "Open University of Kazakhstan" to provide access to online courses for every student.		X					
Digitization of educational and methodical literature of the university library		X	X	X	X	X	X
Allocation of funds for the university teaching staff to take qualification upgrading courses on new digital technologies to improve and master new knowledge		X	X	X	X	X	X
Opening of new research and training laboratories, including with the involvement of social partners		X	X	X	X	X	X
Planning of financial allocation for material and technical base development		X	X	X	X	X	X

#### Task 1.1.4 Ensuring the transparency and efficiency of the educational process

Indicators of the direct results	Measurement unit	Planned period					
		2020	2021	2022	2023	2024	2025
1	3	4	5	6	7	8	9
Intolerance of students to corrupt practices in higher education institutions	1 to 10	5	6	7	8	9	10
Number of listeners in the School of Integrity	Number of listeners	30	35	40	45	50	60
Number of students who joined the club "Sanaly urpak".	Number of students	10	15	20	25	30	40
Increase in the number of school pupils and college students participating in the university activities to promote the principles of academic integrity.	% (to the number of university students involved)	10	20	25	30	35	40
<b>Activities for achieving indicators of the direct results</b>		<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
Collegiate decision making on selection of the staff to occupy vacant positions.		X	X	X	X	X	X
Setting a limit on accommodation of the teaching staff/employees and students; determining priority categories for providing a place in the hostel and publishing a corresponding list; digitalization of the process of receiving and processing applications from students and employees.		X	X	X	X	X	X
The widest possible involvement of employers in the attestation committee; separate inspection of works by members of the attestation committee; the most limited access to examination materials.		X	X	X	X	X	X
Systemic monitoring of the research results by the client;		X	X	X	X	X	X

refusal to accept publications in predatory journals; control over fulfillment of the obligation to highlight the conducted research in mass media and in the Internet; control over involvement of all declared members of the research team in the project work.						
Activities of the Disciplinary Commission; transparent procedure of bringing to responsibility for academic dishonesty.	X	X	X	X	X	X

**Strategic direction 2. Scientific research and innovation development of the university: strategies and mechanisms of modernization in the context of modern social and economic development of Kazakhstan**

Goal 2.1: Increasing the economic potential of scientific research of the university and increase the contribution of science to the socio-economic development of the region and the country.

Target indicators (with an indication of the time limit (period) of achievement)	Measurement unit	Planned period					
		2020	2021	2022	2023	2024	2025
1	2	3	4	5	6	7	8
Share of financing of scientific and innovation activities of the total amount of financing	%	6,8	7	7,5	8	8,5	9
Share of teachers participating in R&D-funded activities of the total permanent teaching staff	%	35	37	40	43	47	50
Share of students participating in R&D of the total contingent of full-time students (without distance learning)	%	30	35	38	40	43	45
Share of commercialized projects of the total number of scientific projects in the university	%	7	8	9	10	11	12
Increase of university publications in rating publications (based on information resources on the platform Web of Science (Clarivate Analytics) and Scopus (Elsevier), JSTORE, etc.).	%	25	37	50	63	75	88

**Ways, means and methods to achieve the target indicator**

Task 2.1.1. Strengthening of intellectual potential of the scientific activities of the university

Indicators of the direct results	Measurement unit	Planned period					
		2020	2021	2022	2023	2024	2025
1	2	3	4	5	6	7	8
Increase in the number of researchers of the total number of researchers	%	3	3,5	3,8	4,0	4,5	5,0
Increase in the number of young scientists up to 35 years of the total number of researchers	%	2	3,6	5,1	6,6	8,1	9,6

Increase in the number of school pupils and students of technical professional organizations of education taking part in scientific activities in the university	% (programs involved from the total number)	30	50	60	70	80	100		
Share of teachers who have completed scientific training, qualification upgrading courses in scientific research centers, universities of Kazakhstan, distant and near foreign countries, at enterprises	%	12	17,5	19,8	23	28	30		
Number of employees of the University who have received state awards, prizes and honorary titles	Unit	7	8	9	10	11	12		
<b>Activities for achieving indicators of the direct results</b>				<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
Expansion of the bases of research practice and scientific internships				X	X	X	X	X	X
Expanding opportunities for scientific research in the distance format				X	X	X	X	X	X
Implementation of qualification upgrading, retraining, internships for the teaching staff				X	X	X	X	X	X
Organization of professional development of the teaching staff in priority areas of forced industrial and innovative development.				X	X	X	X	X	X
Involvement of bachelor, master and doctoral students in research and development activities				X	X	X	X	X	X
Taking scientific internships as a part of joint research activities				X	X	X	X	X	X
Participation of scientists in joint scientific research projects with universities of Kazakhstan and abroad				X	X	X	X	X	X
Formation and maintenance of the electronic database of scientific research conducted in the university, and researchers					X	X	X	X	X
Formation and maintenance of a data bank of scientific, technical and innovation projects and programs					X	X	X	X	X
Organization of scientific events to attract pupils of secondary schools of the region				X	X	X	X	X	X
Organization of scientific events to attract students of colleges of the region				X	X	X	X	X	X
Organization of clubs on scientific interests together with school pupils, students of colleges and universities, business partners				X	X	X	X	X	X
Creation of conditions for attracting university employees and students to scientific activities				X	X	X	X	X	X

Task 2.1.2. Modernization of the scientific infrastructure and creation of conditions for its digitalization, development of the material and technical base.

Indicators of the direct results	Measurement unit	Planned period					
		2020	2021	2022	2023	2024	2025
1	2	3	4	5	6	7	8
Financing of scientific and research work of the teaching staff	Thousand tenge	9000	10000	12000	13000	14000	15000
Financing of scientific and research work of students	Thousand tenge	5000	6000	7000	8000	9000	10000
Share of the scientific literature in the total library fund (including in the state language)	%	20	22	25	27	30	35
Percentage of annual renewal of the material base of scientific structures, scientific laboratories, design departments and scientific	%	8	10	12	14	16	18
	%	25	30	35	40	45	50

centers at the university (including for commercialization)							
The volume of digital verification of scientific works of teaching staff and graduation, qualification works of students for illegal borrowing	%	100	100	100	100	100	100
Increase in digital provision of services for the teaching staff and students in the field of scientific activity within the university (digitalization of scientific infrastructure)	%	10	20	30	40	45	50
<b>Activities for achieving indicators of the direct results</b>		<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
Improvement of mechanisms for planning, organization and management of science		X	X	X	X	X	X
Development of internal normative acts regulating the process of organization and implementation of scientific activity							
Modernization of material and technical base in the field of science, including further modernization of the university laboratory equipment		X	X	X	X	X	X
Providing the university with scientific literature, their development, publication and translation, including in the state language		X	X	X	X	X	X
Creation and functioning of innovative structures, scientific laboratories, centers at the university		X	X	X	X	X	X
Creation and functioning of structural divisions on commercialization of scientific developments at the university		X	X	X	X	X	X
Ensuring access to databases		X	X	X	X	X	X
Conclusion of agreements with scientific research centers and enterprises of the region to open branches of departments on their basis		X	X	X	X	X	X
Creation and use of software products to ensure digitalization of planning, monitoring and performance of scientific activities		X	X	X	X	X	X
Creation of a database of scientists of the university, scientific consultants of the university and involved scientific consultants working with the university under agreements on scientific cooperation		-	X	X	X	X	X
Providing all structural subdivisions of the university with the possibility of program testing for plagiarism (purchase and use of antiplagiarism program)		X	X	X	X	X	X

Task 2.1.3. Improvement of quality and efficiency of scientific research and its potential for commercialization

Indicators of the direct results	Measurement unit	Planned period					
		2020	2021	2022	2023	2024	2025
1	2	3	4	5	6	7	8
Share of updatability of university research topics	%	30	35	40	45	50	60
Ensuring that all scientific papers, written works of the teaching staff and	%	100	100	100	100	100	100



students are checked for illegal borrowing									
Number of publications of the university scientists, in leading rating scientific journals	Unit	25	30	35	40	45	50		
Volume of revenues from the realization of R&D results at the university of total revenues	%	0,5	0,8	1	1,2	1,5	2		
Patents, certificates of implementation, certificates of authorship (number)	Unit	3	5	8	10	12	15		
Volume of grants for scientific research activities from the state and third parties of the total amount of university funding for R&D	%	10	12	14	16	18	20		
Agreements on cooperation with scientific research organizations, universities and other organizations of the region and Kazakhstan	Unit	15	18	20	25	30	35		
Number of economic agreements for R&D implementation with economic entities and organizations of the region	Unit	7	8	10	12	14	16		
Increase in the number of created startup companies	%	10	15	20	25	30	35		
Number of joint scientific projects with business structures with their co-financing	Unit	1	2	3	5	6	7		
Number of scientific events held at the University	Unit	20	25	30	32	35	40		
<b>Activities for achieving indicators of the direct results</b>				<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
Conducting scientific research on the orders of enterprises of the region and the country				X	X	X	X	X	X
Implementation of joint research projects at regional, national and international levels				X	X	X	X	X	X
Mandatory testing of all scientific and educational works for plagiarism and compliance with the rules of academic ethics				X	X	X	X	X	X
Updating of scientific research in accordance with the				X	X	X	X	X	X

priority sectors of the economy						
Expansion of the activity of the university business incubator through cooperation with the city business structures	X	X	X	X	X	X
Ensuring conditions for increasing startup projects	X	X	X	X	X	X
Activation of activities of the teaching staff and researchers of the university in publishing articles in scientific journals with a high citation index	X	X	X	X	X	X
Assisting researchers in commercializing R&D results	X	X	X	X	X	X
Organization of conferences, forums, round tables and other image scientific events	X	X	X	X	X	X
Participation of the University in regional and national scientific events, programs and competitions	X	X	X	X	X	X
Inclusion of the scientific journal "KazHLIU Bulletin" in the list of publications recommended by the Committee for Control in Education and Science of the Ministry of Education and Science of the Republic of Kazakhstan.	X	X	X	X	X	X
Organization and implementation of work on commercialization of scientific developments	X	X	X	X	X	X
Monitoring of the results of ongoing scientific research, implemented scientific-technical and innovation projects and programs based on evaluation of their results	X	X	X	X	X	X
Implementation of organizational, material and moral incentive measures to encourage the teaching staff and university students to take part in scientific research activities	X	X	X	X	X	X
Conclusion of license agreements and/or assignment of exclusive rights to the results of scientific and (or) scientific and technical activities	X	X	X	X	X	X
Introduction (use) of the results of scientific and (or) scientific and technical activities in the educational or production process	X	X	X	X	X	X
Change and use of new standards for authors of scientific articles for publication in KazHLIU Bulletin (bringing into conformity with international standards).	X	X	X	X	X	X

Task 2.1.4. Integration of the University into the international scientific space through the mechanisms of education and science internationalization

Indicators of the direct results	Measurement unit	Planned period					
		2020	2021	2022	2023	2024	2025
1	2	3	4	5	6	7	8
Number of the teaching staff who have completed foreign scientific internships, courses abroad of the total number of researchers	%	12	13	15	17	20	25
Appointment of additional scientific consultants for Master students	%	25	30	35	40	45	50
Number of the teaching staff of the University invited to conduct classes at foreign universities	Unit	7	7	10	12	14	15
Number of joint scientific projects with foreign partners	Unit	7	9	10	12	13	15
Share of the teaching	%	30	35	40	45	50	60

staff who have completed language courses (of the number of the permanent teaching staff)							
Share of learners who have completed language skills upgrading courses (of the number of full-time students)	%	25	28	30	33	35	38
<b>Activities for achieving indicators of the direct results</b>		<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
Expansion of international and inter-departmental relations with universities of Kazakhstan and foreign universities		X	X	X	X	X	X
Conducting international scientific research		X	X	X	X	X	X
Participation in state and international programs, grants in the field of science and education		X	X	X	X	X	X
Organization of language training courses for the teaching staff of the university and students		X	X	X	X	X	X
Formation and maintenance of the base of scientific works conducted at the university and researchers in English language		X	X	X	X	X	X
Implementation of organizational, material and moral incentive measures to encourage the teaching staff and students to participate in international scientific activities		X	X	X	X	X	X

### **Strategic direction 3: Modernization of the mechanisms of organization of educational activities in the framework of comprehensive development of the student**

Goal 3.1. Education and training of personality based on common human values.

Target indicators (with an indication of the time limit (period) of achievement)	Measurement unit	Planned period					
		2020	2021	2022	2023	2024	2025
<b>1</b>	3	4	5	6	7	8	9
Share of students participating in social, educational, cultural and educational projects and involved in community service activities	%	40	45	50	55	60	65
Share of students taking part in the activities within the "Ruhani zhangiru" program.	%	50	55	60	65	70	75
Share of students involved in the educational process that develops intellectual, spiritual, moral and physical education	%	60	65	70	75	80	85
Share of students employed in youth organizations and creative associations	%	30	30	35	40	40	45

### **Ways, means and methods to achieve the target indicator**

Task 3.1.1. Providing a safe and comfortable learning environment.

Indicators of the direct results	Measurement unit	Planned period					
		2020	2021	2022	2023	2024	2025
<b>1</b>	2	3	4	5	6	7	8
Share of students taking active part in the projects of the public foundation	%	10	15	20	20	25	25

"Commonwealth of Young Lawyers".							
Increase in the number of projects aimed at social and legal protection of university students and implemented by the public foundation "Commonwealth of Young Lawyers".	unit	1	2	3	5	7	9
Increase in the number of activities aimed at socio-psychological adaptation of 1st year students	unit	10	15	20	20	25	30
<b>Activities for achieving indicators of the direct results</b>		<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
Presentation of the work of the Public Foundation "Commonwealth of Young Lawyers" among the students of the University		X	X	X	X	X	X
Development and implementation of projects aimed at social and legal protection of the university students and implemented by the public foundation "Commonwealth of Young Lawyers".		X	X	X	X	X	X
Involvement of university students in projects aimed at social and legal protection of university students and implemented by the public foundation "Commonwealth of Young Lawyers" on a permanent basis		X	X	X	X	X	X
Development and approval of a plan of measures aimed at socio-psychological adaptation of 1st year students		X	X	X	X	X	X
Collaboration of the Center for Youth Policy of the University with the Center for research of the problems of religions on prevention and counteraction of religious extremism in Semey.		X	X	X	X	X	X

### Task 3.1.2. Providing intellectual, spiritual, moral and physical development of the student

Indicators of the direct results	Measurement unit	Planned period					
		2020	2021	2022	2023	2024	2025
1	2	3	4	5	6	7	8
Increase in the number of participants of youth public associations: creative group "Urker", youth wing "Zhas Otan", "Alliance of students of KazHLIU, public fund "Commonwealth of Young Lawyers", "Club of the Funny and Inventive People of KazHLIU", debate club "Everest", volunteer organization "Ak Niet", "Enactus KazHLIU" team.	People	350	400	450	500	550	600
Share of students implementing social projects "Tarih Tagylymy" (study of the history of the city of Semey and personalities who contributed to the development of the region) and "Anthropology of Kazakh Culture" (study of national folklore through the works of ak-yns, zhyrau, kuishi).	%	5	7	8	10	11	11
Share of students actively participating in events organized by youth organizations and student self-government.	%	40	40	50	60	60	70
The share of students involved in sports sections.	%	5	5	7	10	15	20

Share of students taking an active part in the action "I am a student of KazHLIU!" to promote and popularize the traditions of the university, its symbols (anthem, vows of a student of KazHLIU).	%	65	70	75	80	85	90
<b>Activities for achieving indicators of the direct results</b>		<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
Presentation of youth public associations: creative group "Urker", youth wing "Zhas Otan", "Alliance of students of KazHLIU", "Club of the Funny and Inventive People of KazHLIU", debate club "Everest", volunteer organization "Ak Niet", "Enactus KazHLIU" team.		X	X	X	X	X	X
To include social projects "Tarih Tagylymy" (study of the history of Semey and personalities who contributed to the development of the region) and project "Anthropology of Kazakh Culture" (study of national folklore through the works of akyns, zhyrau, kuishi) for the year of celebration of the 175th anniversary of Abai Kunanbaiuly, in the Concept of educational work of the University		X					
To develop a plan of measures for the implementation of social projects "Tarih Tagylymy" (study of the history of Semey and personalities who contributed to the development of the region) and "Anthropology of Kazakh Culture" (study of the national folklore through the works of akyns, zhyrau, kuishi).		X	X				
Implementation of socially important projects on spiritual and moral education of youth, formation of patriotism, healthy way of life, prevention of offences, popularization of state symbols, involvement of youth into social and political life, development of volunteer work, etc.		X	X	X	X	X	X
Conducting sociological research on topical issues of the state youth policy.		X	X	X	X	X	X
Implementation of socially important projects together with youth non-governmental organizations on forming patriotism and civic engagement of the youth (seminars, trainings, actions, conferences, meetings, round tables).		X	X	X	X	X	X
Conducting trainings, seminars on youth policy and implementation of the program "Ruhani Zhangiru".		X	X	X	X	X	X
Organization and conducting of the meeting "Lesson of courage" with the participation of veterans of the Great Patriotic War and soldiers - internationalists, solemn meetings and festive concerts dedicated to the Defender of the Fatherland Day, Victory Day in the Great Patriotic War.		X	X	X	X	X	X
Seminar-training for 1st-2nd year students of the University "Clarification of legal acts regulating and establishing rules for using the state symbols of RK".		X	X	X	X	X	X

### Task 3.1.3. Development of the mechanisms to support talented youth

Indicators of the direct results	Measurement unit	Planned period					
		2020	2021	2022	2023	2024	2025
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>
Share of young people who take an active part in public life and in the formation of communicative culture.	%	50	55	60	65	70	75

Involving young people in activities aimed at developing the life skills needed to move from training to productive employment.	%	25	30	35	40	45	50
Involving young people in cooperation with universities, public and youth organizations in order to increase social activity in the framework of creative and cultural exchange.	%	55	60	65	70	75	80
Share of students participating in city, regional, republican and international creative competitions.	%	55	60	65	70	75	80
<b>Activities for achieving indicators of the direct results</b>		<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
Organization and holding of competitions: contest of patriotic songs, holding of "KVN" among faculties for the Rector's Cup of KazHLIU, contest "Best room" in the Student House, "Best student" among students of the 2-4 years of study, debating tournaments among school pupils of the city.		X	X	X	X	X	X
Participation in city, regional, republican and international creative competitions: - Regional festival "Student Spring"; - City contest "Vienna Ball"; - City, regional and republican "KVN" championships; - City, regional, republican and international debate tournaments; - Regional and republican aytys of akyns; - "Student Theatre" competition; - City contest "Semey Aruy" and "Zhigit Sultani"; - City contest "Mister of Semey".;		X	X	X	X	X	X
Holding meetings with interesting people (well-known journalists, representatives of the prosecutor's office, banking system, sportsmen, musicians, university graduates, school teachers, etc.).		X	X	X	X	X	X
Thematic evenings, intellectual games, quizzes among students living in the Student House.		X	X	X	X	X	X

#### Task 3.1.4. Implementation of social, educational and cultural projects.

Indicators of the direct results	Measurement unit	Planned period					
		2020	2021	2022	2023	2024	2025
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>
Share of students involved in voluntary socially oriented, socially useful activities	%	30	35	40	45	50	55
Share of students involved in social and educational projects.	%	40	45	50	55	60	65
Involvement of the youth in cultural and educational activities	%	45	50	55	60	65	70
<b>Activities for achieving indicators of the direct results</b>		<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
Organization and holding of a cultural and educational events within the project "Uli Dala Mugalimderi".		X	X	X	X	X	X
Organisation of the ethno-expedition "Ulilar mekenine sayahat" (Abai-Borili-Zhidebai).		X	X	X	X	X	X
Organization and holding of the action:		X	X	X	X	X	X

- "Kurmet pen tagzym"; - «Kurishtan kuigan kudiret, karttarim aman-sau zhurshi»; - «Salamatti Ana men Bala»; - «Become a donor - save life »; -«Buldirshinge bak syila» (Visiting an orphanage, holding New Year's shows for children)						
Implementation of socially significant projects: - Improving the legal and religious literacy of young people; - "Formation of Legal Culture and Legal Consciousness of Society" in cooperation with the Non-commercial joint-stock company "Centre for Support of Civil Initiatives" with the support of the Ministry of Religious Affairs and Civil Society of the Republic of Kazakhstan; - "World of Law: from Knowledge to Action" legal universal education for educational institutions; - "Implementation of measures to improve legal literacy of the population in the field of consumer protection in the East Kazakhstan region" in cooperation with the Non-commercial joint-stock company "Centre for Support of Civil Initiatives" with the support of the Ministry of Information and Public Development of the Republic of Kazakhstan.	X	X	X	X	X	X

#### **Strategic direction 4. Modernization and raising the level of attractiveness of the University's international activities.**

##### Goal 4.1. Increasing the international attractiveness of the University

Target indicators (with an indication of the time limit (period) of achievement)	Measurement unit	Planned period					
		2020	2021	2022	2023	2024	2025
1	2	3	4	5	6	7	8
Share of the university students taking part in the academic mobility programs	%	1	1,1	1,2	1,3	1,4	1,5
Share of foreign students	%	0,5	0,6	0,7	0,8	0,9	1
Share of invited foreign specialists, including to the top management of the university	%	10	12	13	15	17	20

#### **Ways, means and methods to achieve the target indicator**

Task 4.1.1. Improving the competitiveness and intellectual potential of the University students at the international level

Indicators of the direct results	Measurement unit	Planned period					
		2020	2021	2022	2023	2024	2025
1	2	3	4	5	6	7	8
Implementation of academic mobility programs for students	Share of the total number of students, %	1	1	1,1	1,2	1,3	1,4
Development and implementation of joint educational pro-	Number	4	4	5	5	6	6

grams							
Inviting foreign specialists to the university, including to the top management	Share of the total number of the teaching staff, %	10	12	13	15	17	20
Participation of students of KazHLIU in international summer and winter schools, including those for studying English, organized by foreign universities.	Share of the total number of students, %	1,5	1,6	1,7	1,8	1,9	2
<b>Activities for achieving indicators of the direct results</b>		<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
Implementation of academic mobility programs for students		X	X	X	X	X	X
Development and implementation of joint educational programs		X	X	X	X	X	X
Invitation of foreign experts to the university		X	X	X	X	X	X
Participation of students of KazHLIU in international summer and winter schools, including English language studying, organized by foreign universities.		X	X	X	X	X	X

Task 4.1.2. Improving the competitiveness and academic potential of the University's teaching staff at the international level

Indicators of the direct results	Measurement unit	Planned period					
		2020	2021	2022	2023	2024	2025
1	2	3	4	5	6	7	8
Conducting training seminars for the teaching staff with the involvement of the leading foreign scientists	Share of the teaching staff out of the total number of staff, %	20	25	30	35	40	45
Participation in international events, foreign internship programs in foreign universities	Share of the teaching staff out of the total number of staff, %	15	16	17	18	19	20
<b>Activities for achieving indicators of the direct results</b>		<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
Conducting training seminars for the teaching staff with the involvement of leading foreign scientists		X	X	X	X	X	X
Participation in international events, foreign internship programs in foreign universities		X	X	X	X	X	X

Task 4.1.3. Improving the international image of KazHLIU, promotion of Kazakhstan education abroad.

Indicators of the direct results	Measurement unit	Planned period					
		2020	2021	2022	2023	2024	2025
1	2	3	4	5	6	7	8
Export of Kazakhstan education by opening structural divisions of the university abroad	Number of representative offices	1	1	2	2	3	3
Attraction of foreign students	Share from the total contingent, %	0,5	0,6	0,7	0,8	0,9	1
Development and implementation of educational programs in English, including in cooperation with foreign universities	Number	1	1	2	2	3	3



Conducting international summer and winter schools on the basis of KazHLIU for school pupils and college students, including with the involvement of foreign specialists in order to develop entrepreneurial skills among young people and learn English.	Number	2	2	3	3	3	4
<b>Activities for achieving indicators of the direct results</b>		<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
Export of Kazakhstan education by opening structural divisions of the university abroad		X	X	X	X	X	X
Attraction of foreign students		X	X	X	X	X	X
Development and implementation of educational programs in English, including in cooperation with foreign universities		X	X	X	X	X	X
Conducting international summer and winter schools on the basis of KazHLIU for school pupils and college students, including with the involvement of foreign specialists in order to develop entrepreneurial skills among young people and learn English.		X	X	X	X	X	X

#### Chapter IV. Risk management

In the course of its activities, the Kazakh Humanitarian Law innovative University may face a number of risks that may hinder the achievement of goals.

Risks are the probability of losing or not getting the expected results compared to the planned values.

<b>Risks</b>	<b>Possible consequences if no timely response is provided</b>	<b>Management mechanisms and measures</b>
Increase in country and political risks	Decrease in international attractiveness of the country, the region and the university Decrease in the international image of the university. Decrease in the number of foreign partner universities Decrease in the number of invited foreign specialists. Decrease in the number of international students	Posting of information about the university, its license, accreditation on the university website, as well as the rules of attracting foreign specialists, rules of accommodation and training of foreign students at the university, information on material and technical base of the university and possibilities of social adaptation of international students.
Outflow of the teaching staff from education and science caused by the discrepancy between the level of wages in the industry and the average level of wages in the	Sharp decline in professional opportunities and threat of "insolvency" of education and science	Increasing the level of remuneration

country		
Inflation processes that lead to a constant increase in the cost of material and technical, information and library resources	Lack of financial resources to support the set tasks	Identifying priority tasks and their priority solution
Fundamental change of Strategic plans and program documents in the Republic of Kazakhstan, changes in normative documentation which regulates educational and scientific activity of higher education institutions.	Disorganization of the educational process	Timely updating of internal normative documents and their implementation in the educational process
Unfavorable demographic situation in the region	Decrease in the total number of students	Strengthening of career guidance work among school pupils, coverage of other regions of Kazakhstan and neighboring countries.
Low educational level of school graduates	Low level of preparation of graduates for admission to universities	Organization of preparatory courses for graduates, additional classes, joint work with schools of the region
Instability of income of the population, industrial enterprises, small and medium businesses that are customers of qualified specialists.	Redistribution of funds, lack of financial opportunities to support implementation of scientific projects	More active work with the customers of educational services, change of nomenclature of specialties and specializations taking into account the interests of consumers of specialists
Insufficient volume of orders for scientific and research works from enterprises of the region	Decrease in the level of commercialization of scientific research work at the university	To expand the search for potential customers for scientific research developments, to expand the range of scientific developments offered by the University
The presence of barriers to the arrival of foreign citizens to study at the University	The indicators will not be achieved. Reduced export of educational services.	Solving issues through mutual agreements that regulate the issues of foreign citizens studying at the university
Changes in the organization of the educational process as a result of quarantine measures in connection with the threats of pandemics, epidemics, etc.	The indicators will not be achieved. Emergence of social and psychological tension	Addressing issues through the continuous development of innovative distance learning methods, management with a focus on providing and supporting the needs of students and the teaching staff.

## **Chapter V. Financial support of strategic plan directions**

Financial support for the implementation of the Development Strategy of KazHLIU for 2020-2025 will be provided by the university, as well as by attracting funds from government and other sources of funding.

Capital and current costs are assumed.