

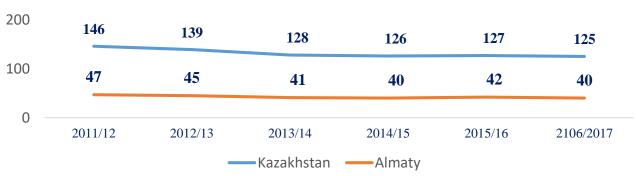
and

Key directions of development for 2017-2020

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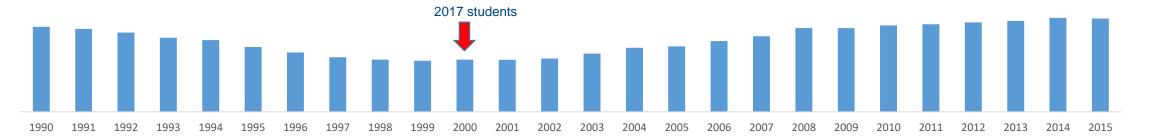
*The number of universities is continuing to shrink. Optimization touched mainly private universities (-19). The decrease in the number of students accompanied that process.

In 2016 the number of students of Kazakhstan universities increased up to 3,9% (17,7 thous. people) relatively to 2015. The number of students approached to the level of 2014.

The number of students in HEI of Kazakhstan

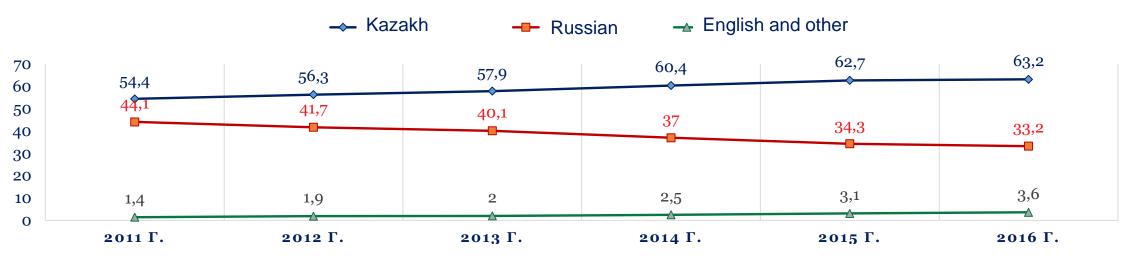


Dynamics of the birth rate in the Republic of Kazakhstan





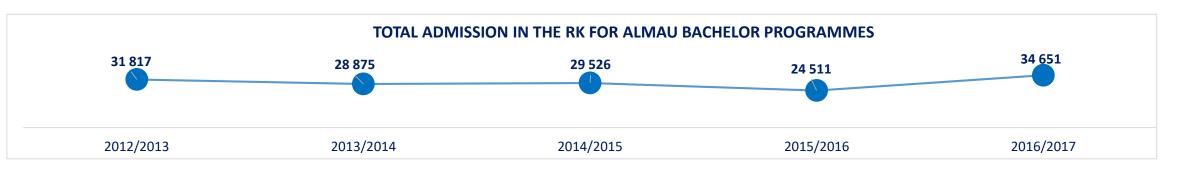
THE PROPORTION OF STUDENTS BY LANGUAGE OF INSTRUCTION %



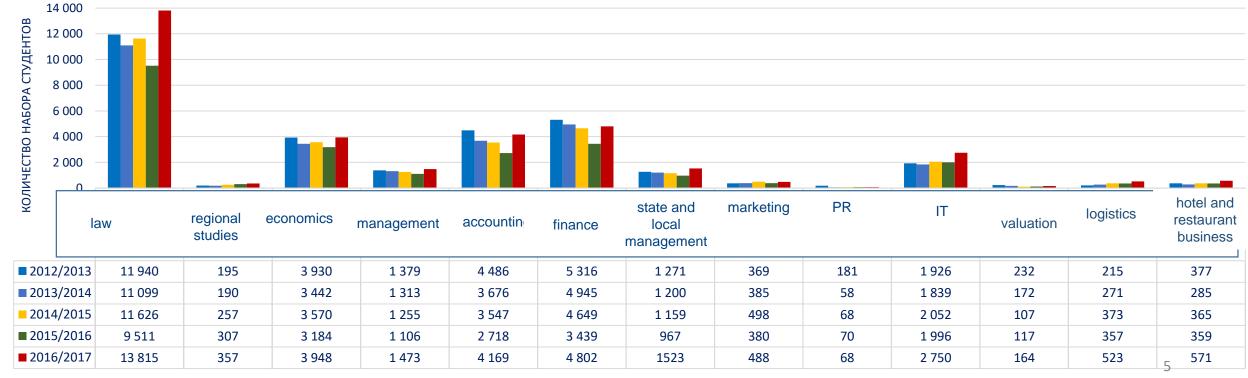
*In 2016, the number of students studying on Kazakh language track was 301.2 thous. people, on Russian language track 158.6 thous. people, on English language track 17.1 thous. people.

The number of students receiving higher education in Kazakh language increases every year. Most of the students study at universities of Almaty (24.1%), South Kazakhstan region (21.2%) and Astana (9.2%).

There is a steady increase in the rate of students studying in foreign languages. In 2015, 17,094 students studied in English, while in 2011 the same indicator was 8,703.



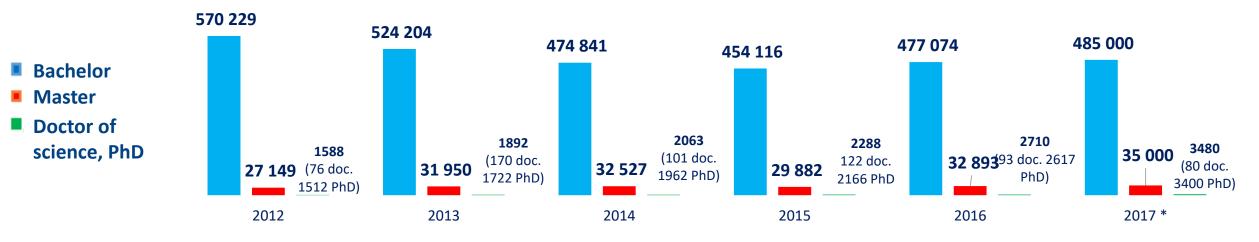
TOTAL ADMISSION IN THE RK FOR ALMAU BY BACHELOR PROGRAMMES



^{*}По данным комитета по статистике РК



Number of master and doctoral studies, people

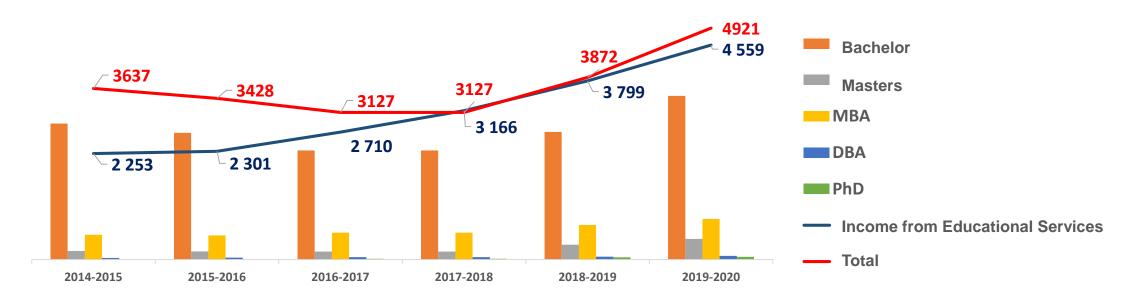






⁶

Number of students in AlmaU



	2014-2015		2015-2016		2016-2017		2017-2018		2018-2019		2019-2020	
	admission	total	admission	total	admission	total	admission	total	admissi on	total	admissio n	total
Bachelor	1007	2891	603	2694	617	2321	597	2170	650	2713	700	3480
Master degree	136	184	108	173	111	169	150	185	170	315	200	440
MBA	203	527	197	515	296	571	340*	600	350	735	400	865
DBA	-	33	15	42	15	50	15*	53	17	62	20	77
PhD	2	2	2	4	13	16	18	18	20	47	23	59
total	1348	3637	925	3428	1052	3127	1120	3026	1207	3872	1343	4921
total without MBA,	1145	3077	713	2871	741	2506	765	2373	840	3075	923	3979

^{*}expected

AlmaU graduate (Bachelor)

AlmaU Graduate of 2017

Employed in the first 3 month term – more than 60%

Employed in the period of 6 month – more than 85%

Diplomas with Honors – 15%

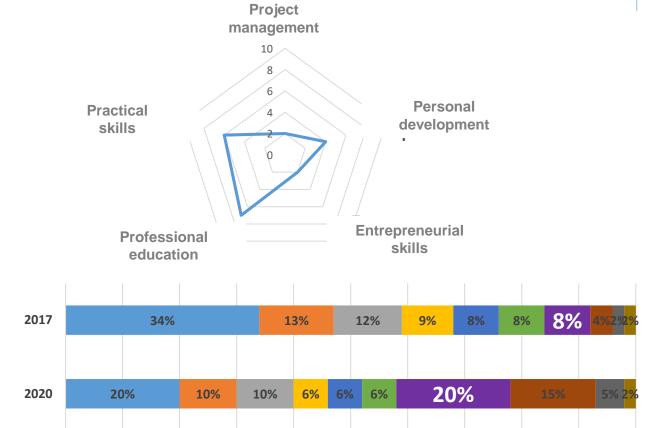
IELTS 5.0

100% of graduates have experience of social projects implementation

Average salary over 150 000 KZT

Share of entrepreneurs – 8%

Graduates with Major-Minor diploma



AlmaU Graduate of 2020

Employed in the first 3 month term – more than 70%

Employed in the period of 6 month – more than 90%

Diplomas with – 15%

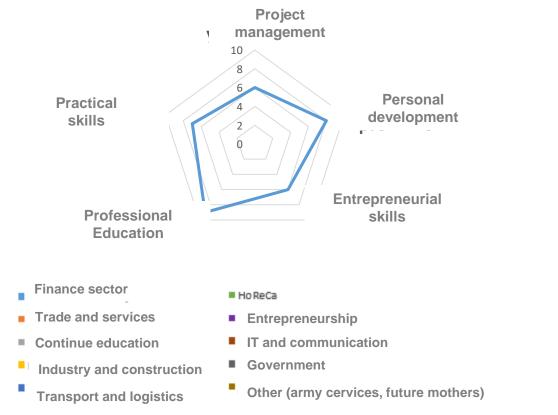
IELTS 6.0

100% of graduates have experience of social projects implementation

Average salary more over 300 000 KZT

Share of entrepreneurs-20%

Graduates with Major-Minor diploma

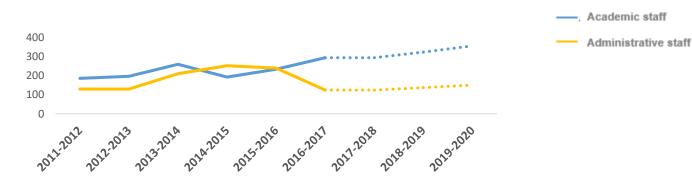


Faculty and staff of AlmaU

Academic Year	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
Academic Staff*	193	234	295*	301	325	350
Administrative staff	253	240	158*	153	170	180
Total number of Faculty and Satff	446	474	453	454	495	530
FYI: Full-time Faculty	193	234	249	255	270	300

^{*}Academic staff – faculty members, schools' staff, Center for Research, Center of Entrepreneurship and Innovation Development, Labs, Business-Incubator

Total amount of Faculty and Staff, (by people)





	2014- 2015		2016- 2017	2017- 2018	2018- 2019	2019- 2020
PhD	4	6	3	5	6	8
Doctor of Science	16	20	25	27	30	25
DBA, MBA, LLM	7	9	8	10	15	20
Candidate of Science	67	77	75	75	77	80

Staff turnover, (by people)



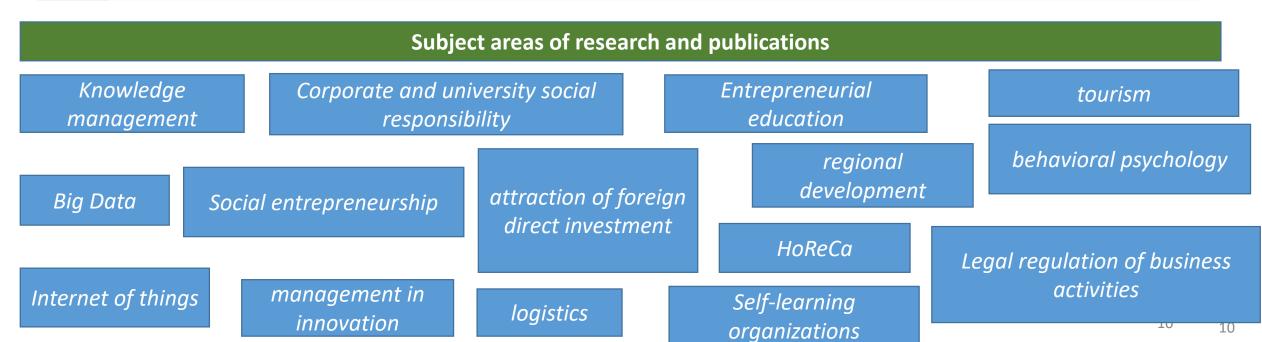
Internationalization; faculty and staff development

	2014-	2015-	2016-	2017-	2018-	2019-
	2015	2016	2017	2018	2019	2020
International internships for faculty	19	25	34	40	50	60
International full time faculty	3	5	5	8	10	15
International part-time (visiting) faculty	30	35	40	50	60	70
International staff	2	4	9	10	12	15

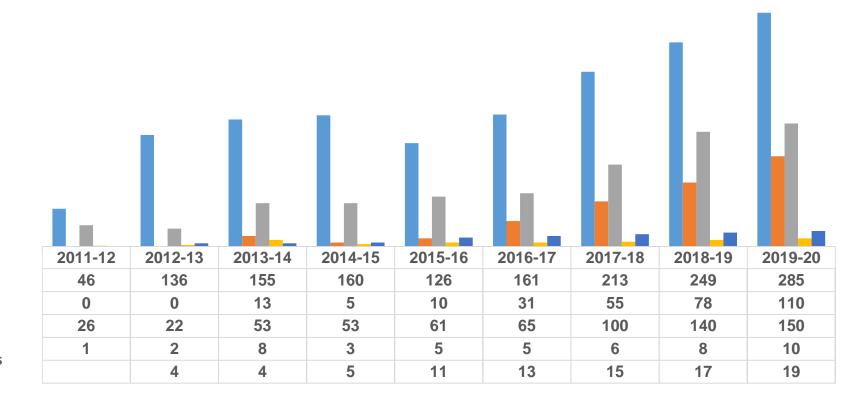
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Research activities of AlmaU

Year	Number of articles per one full time faculty member	Articles, total	Far abroad	Neighboring countries	Kazakhstan	Web of Science, Scopus	Monographs
2014	1,90	328	68	63	175	19	3
2015	2,27	363	54	82	197	18	12
2016	1,46	220	45	33	130	7	5
2017	1,67	267	60	50	140	10	7
2018	1,84	313	80	60	150	15	8
2019	1,94	349	90	70	160	20	9
2020	2,08	395	100	80	180	25	10



Internationalization (global mobility) AlmaU



- Outgoing mobility
 Incoming mobility
- International students
- International full time faculty
- Number of double degree programmes

- 1. Running double-degree programs with ESC Rennes School of Business; Geneva Business School; IESEG; Maastricht School of Management; Solbridge International School of Business; RANHIGIS; VISHKU / IBDA
- 2. Increase of academic mobility at the expense of Erasmus + (6 million tenge) and MES of the Republic of Kazakhstan (17.3 million tenge).
- 3. Travel to Chinese universities (sponsored by the Embassy of the PRC 1.6 million tenge).
- 4. Grants for PWM from Harbin Institute of Technology
- 5. Joint Project "MISTI" with Akimat and Almaty and MIT (USA) 36 million tenge.

Accreditations, ratings, professional certifications

2017

International accreditations





International Rankings

Master's and MBA programs are in the top 5 of international ranking Best Masters Eduniversal

2nd place – National Ranking of best humanitarian and economic universities of Kazakhstan (IQAA)

10th place in General Ranking IAAR 13th place in National Ranking for Innovations and Academic Excellence



4 PALMES

НКАОКО



The winner of the "Topzhargan" Ranking in the field "Education"



Топ-10 по количеству партнерств с зарубежными вузами которые имеют аккредитации «первого» уровня



	Бизнес-школа	Количество зарубежных партнеров с аккредитациями первого уровня	Количество партнеров с "тройной короной"
1.	Высшая школа менелжмента СПБГУ	66	27
Z.	Алматы Менеджмент Университет	31	7

2018

2019

2020

International accreditations













International Rankings









5 palms

Professional certifications

1.АССА - Увеличить количество exemptions от 4 до 8 бумаг

Ranking of Global business schools of Russian Federation

and CIS countries

- 2.CIMA Chartered Institute of Management Accountants, UK
- 3.AHLEI American Hotel & Lodging Educational Institute, USA
- 4. CILT Chartered Institute of Logistics and Transport, UK
- 5. ESLog European Senior Logistician
- 6. EMLog European Master Logisticia
- 7. PMI Project Management Institute, USA

8. ABET - Accreditation Board for Engineering and Technology, USA 9. CFA - Chartered Financial Analyst, UK



Fundraising activities



from the State – 91,3 mln. KZT

- ☐ From the State 123,3 m. KZT
- ☐ MES RK 17,3 m. KZT on outgoing student mobility
- MES RK 20 m. KZT to employ international staff
- Mangistau region Municipality * 28 m. KZT funding School of Engineering Management
- NCC Atameken 2 m. KZT to publish book "Legends of Entrepreneurship"
- ☐ Almaty city Municipality * 20 m. KZT to organize Bastau Camp
- ☐ Ministry of defense of RK 4m. KZT (10 grants for military education)



from businesses- 108,6 mln. KZT

- ERG and NCC Atameken 32 m. KZT project on universities transformation
- E. Ismailov* 1,5 m. KZT
- M. Baikenov* 4,5 m. KZT
- → PF "Taiburyl" 12 m. KZT (8 grants), 2 m. KZT (10 scholarships)
- LLP "Crown Plus" 900 000 KZT for Forum organization
- ERG* 30 m. KZT. (5 grants for SEM students 7 500 000 KZT annually in 4 years term)
 expected

Knowledge Building

- JSC «Kazakhstan GIS Center» – 5 m.
 KZT
- Petroleum 5,2 m. KZT
- SHEBERBUILD*- 5 млн. mг
- Halyk Bank* 5 млн. me

Plan 2017-2018.

from government – 70 mln. KZT from business- 70 mln. KZT from international organizations – 50 mln. KZT from Board of Trustees – 100 mln. KZT

Total: 290 mln. KZT



from International organizations – 75,4 mln. KZT

- ☐ Joint project "MISTI" with Almaty city Municipality and MIT (USA) 36 m. KZT
- EBRD 28 m. KZT consulting services grant
- ☐ Harbin Institute of Technology 400 140 KZT (School of Engineering Management)
- Embassy of PRC 1,6 m. KZT to visit Chinese universities
- ☐ Lingnan University (Hong Kong) 3,3 m. KZT "Doing Business" Summer School
- Collaboration with partner universities in the framework of Erasmus + program 6 m. KZT (15 570 euros)
- □ "Sberbank" Corporate University − 190 000 KZT (65 books)
- ☐ Joint project with Northampton University (UK) in the framework of Erasmus + project



from the Board of Trustees – 167 mln. KZT

34 mln. KZT

(university

M. Seysembay – 52 mln. KZT (university development),

17 млн. тг. (grants for SEM, Minor in Entrepreneurship) Y. Tatishev– 35 mln. KZT

9 mln. KZT (grants for Minor in

entrepreneurship)

D. Ydrissov–

B. Ospanov–

20 mln. KZT (Bastau Camp)

development)



Total fundraising – 315,3 mln. KZT



Total grants, shcolarships – 127 mln. KZT

R. Batalov-

Modernization of Kazakhstan Society



Society

- ■Project «yCПex2016»
 (SuccEss2016) a
 series of trainings with
 the aim to develop
 social entrepreneurship
 with the support of the
 Akimat of Almaty (the
 award "Orleu-2016"
 was received)
- ■Project "BastauCamp" (ИПК «ZHERSU» & ERG)
- Project Zhas Kasipker (Akimat of Almaty)
- Project «Rural teachers»



Government and Almaty city Municipality

- Conducting research for state bodies: for JCS "Center of Almaty Development" - Report on a comprehensive analytical study of innovations development in Almaty city, for Almaty Municipality and JCS "Center of Investors Service Almaty" – Design of "Strategy of attraction of investments in Almaty for 2017-2022"
- Joint project «MISTI» with Almaty Municipality and MIT (USA)
- Projects with akimat of Mangistau oblast
 - **•**CASPIAN YOUTH FORUM
 - •Caspi Leader Camp Youth Camp
 - Development of tourism
 - •Conducting a study on the values of youth



- Project on transformation of 8 regional universities of Kazakhstan into entrepreneurial universities, jointly with NCC Atameken
- Creation of "Association of Entrepreneurial Universities of Kazakhstan"
- •Forum "Entrepreneurship in fast-growing societies"
- Project for training managers of TVE (NAO "Holding" Kusiphor "in 6 cities of Kazakhstan)
- Involving an international EBRD consultant in AlmaU



Business

- Almaty Start
 UP City in the
 framework of IV
 International Forum
 Almaty Invest 2016
- Book "Legends of Kazakhstan Entrepreneurship"

Infrastructure development AlmaU

Operating sinceoctober2016

ATRIUM GRAND HALL, 681 KB.M



AlmaU Creative Zone, 385 кв. м

Operation – September2017



Knowledge Building, 4500 кв.м.



AlmaU

Strengths	Weaknesses
1. Entrepreneurial education	1. Research
2. Active collaboration with business and	2. Not sufficient level of
government structures	Internationalization
3. String international partners	3.No student dormitory
4. International accreditations CEEMAN	
AMBA	
5. Strong MBA, DBA programs	
Opportunities	Threats
1.World-class University	1.Gap between student and faculty
2.Growth in terms of students studying on	knowledge interns of new
Kazakh language track	technological trends
3.Increase in research funded from private	2.Decrease in demand for economic
businesses	specialties
o dolliesses	
4.Creation of endowment fund	3.Leveling of MBA program value

Narxoz

Strengths 1. A large number of grants and scholarships 2. Increase of international staff 3. Availability of state grants 4. International Accreditation CEEMAN	Weaknesses 1.Failed rebranding 2.Reputation due to past years corruption 3.Low level of internationalisation
Opportunities 1.Increased demand for business programs, short-term courses 2.Development of existing Kazakh programs	Threats 1. Dependence from international management 2. Dependence from external funds financing

SDU

Strengths 1. Out-of-town campus 2. Cooperation with Turkish companies on the development of corporate programs 3. Linkage with Kazakh-Turkish Lyceum 4. 50% discount for all international students	Weaknesses 1.No international accreditations. 2.High costs of dormitory accommodation 3.A low proportion of staff and faculty members
Opportunities 1. Islamic Finance educational program, including short-term courses 2. Arts specialties requiring free space	Threats 1.Strong connection of SDU and KTL brands 2.Political situation / bilateral relations between Turkey and Kazakhstan 3.Relatively unsafe area of the campus location (international students wishing to rent an apartment)

KIMEP

Strengths 1. High level of International development (students, faculty, staff, programs) 2. Strong reputation among employers 3. Integration of ACCA and CFA certified programs	Weaknesses 1. Weak internationalization 2. Research
Opportunities 1.Launch of interdisciplinary specialties: Management in Oil and Gas Sector / Engineering, Global management 2.Scientific and Pedagogical Master program	Threats 1. Preferences in foreign education among population with high income 2. Decrease in demand for economic specialties

The key directions of development for 2017-2020 academic year.

Strategic initiatives towards a world-class university

- 1 Changing the content of educational programs
- 2 Strengthen student-orientation
- 3 Development of faculty potential
- 4 R&D development
- 5 Global development of AlmaU
- Strengthening the contribution of AlmaU to civil society, business, government and education (AlmaU Impact)
- 7 Enhancing project based activity
- 8 Development of the knowledge management system
- 9 Development of innovational infrastructure of AlmaU

Changing the content of educational programs

Priorities of educational policy

1. Agile educational programs and courses

- individual path of students' education (choice of disciplines, teachers, language, time of training)
- the possibility of learning any course
- Possibility of obtaining Cross degree:
 Major / Minor in all specialties

2. Upgrade of educational programs

■ New programmes:

- Minor in Entrepreneurship
- Double degree Art Management
- HR management
- Knowledge Management
- Audit of the content of educational programs in cooperation with the business community and the public sector, the expert community
- Audit of the content of educational programs in cooperation with the business community and the public sector, the expert community

3. Professional certifications

ACCA, CFA, CIMA, PMP (Project Management Professional), AHLEI (American Hotel & Lodging Educational Institute), CILT (Chartered Institute of Logistics and Transport), ESLog (European Senior Logistician), EMLog (European Master Logisticia), ABET - Accreditation Board for Engineering and Technology, LSAT (Law School Admission Test)

4. Project based learning

Internships, dual education and design work on 2,3,4 training courses

Transition from dissertations to project works

(research track, business case of the company, own start-up, social project, order from business, university)

6. Teaching the skills of the XXI century

- Thinking Design
- Social Intelligence
- Cognitive flexibility
- Critical thinking
- Interdisciplinarity (literacy and the ability to understand concepts in several disciplines)

5. New technologies of learning

Flip training (outside class: self-study students in the classroom: hands-on training), online training, MOOC, providing online access to all course materials, the possibility of online work with the teacher

Expected results:

- 1. Satisfaction of students with the quality of education 90%
- 2. employment of graduates 95%
- 3. new businesses created on the basis of a business incubator 20

Strengthening student-orientation

1. Academic freedom for a student

3. Strengthening the spiritual, physical, emotional intelligence

Opportunities of the Sport & Art Zone:

Theater

Dance groups

Art

Music studio, etc.



5/ School of young analysts, School of Young Scientists

2. Student Services Center

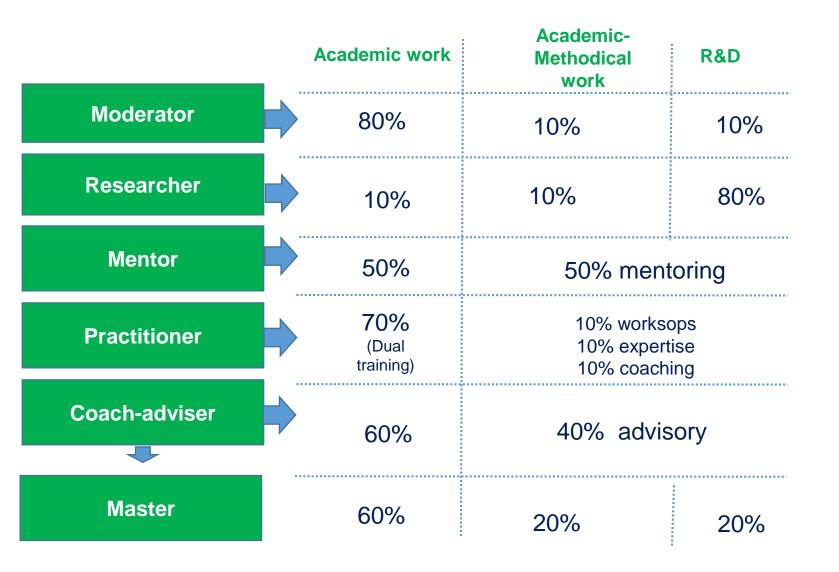
Single window service for students (registrar's office, lawyer, financier, academic mobility, visa support)

4. Excellence programs for students

Calligraphy
Mediation
Media Lab from Oleg Khe, etc.

Development of faculty potential

Talent Management: New vision of AlmaU faculty



Creating opportunities for development of faculty



- 1. MBA in Education
- Learning English on the basis of Language Center AlmaU
- 3. Conducting summer and winter schools to improve qualifications
- Possibilities of obtaining professional certification (Executive Education Center AlmaU)

R&D developemnt

- 1. Formation of the models "research teacher", "researcher-researcher" and "trainee-researcher" (bachelor, master, doctoral, MBA, DBA)
- 2. Development of scientific and research laboratories:
 - The laboratory of social entrepreneurship (social projects in conjunction with state agencies, NGOs and business)
 - Laboratory of neuromarketing (applied research using neurobiological analysis tools and expert opinions for business)
 - Laboratory "PetroleumTransportLab" (creation of transport hub, logistics outsourcing, development of transport services, carrier and forwarding business, etc.)
 - Laboratory of Regional Development
- 3. Commercialization of scientific projects (business incubator, project office)
- 4. Launch of the scientific journal AlmaU

Ожидаемые результаты:

Yera	Number of articles per one full time faculty member	Articles, total	Far abroad	Neighboring countries	Kazakhst an	Web of Science, Scopus	Monographs
2018	2	313	80	60	150	15	8
2019	2	349	90	70	160	20	9
2020	2	395	100	80	180	25	10

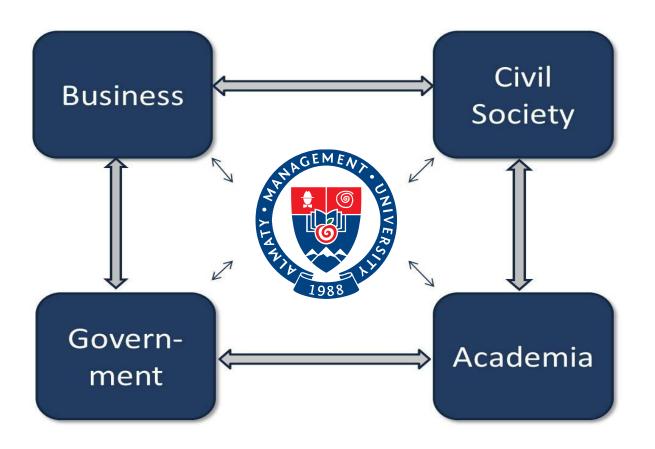
Global development of AlmaU

				•					
	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
Outgoing academic mobility (Bachelor)	9	22	22	73	71	99	130	150	170
including Erasmus + (starting from 2016)	0	0	6	3	7	27	50	70	100
Incoming academic mobility (Bachelor)	0	0	6	3	7	27	50	70	100
Outgoing academic mobility (Master)					3	4	6	10	15
Short-term programs (Master)	0	4	108	96	114	42*	20	20	20
Incoming academic mobility (Master)			7	2	3	4	5	8	10
Outgoing academic mobility (MBA modular programs)	25	90	100	66	40	43	60	70	80
Outgoing academic mobility (DBA modular programs)	12	24	33	21	12	15	17	19	20
International students (full-time)	26	22	53	53	61	65	70	90	100
International full-time faculty	1	2	8	3	5	5	6	8	10
International visiting faculty	26	30	42	30	25	18	25	30	40
including Erasmus+				1	3	3	4	5	6
International internships of faculty and staff	2	29	34	19	26	12	20	30*	40
Including Erasmus+	9	22	22	73	71	99	130	150	170
International full-time staff	0	0	6	3	7	27	50	70	100
Double-degree programs		4	4	5	11	+2	+2	+2	+2

^{*}Until 2015-2016, short-term programs for master's students were mandatory requirements of the Ministry of Education and Science of the Republic of Kazakhstan

**ESC Rennes School of Business; Geneva Business School; IESEG; Maastricht School of Management; Solbridge International School of Business; RANEPA; GSCM

AlmaU Impact Universit



Tasks:

- 1. Provide meaningful initiatives for the stakeholder of AlmaU
- 2. Become agents of change in Kazakhstan society

Expected results:

- Partnership with local executive bodies, national companies of RK for implementation of joint projects -10 bodies
- 2. Number of socially significant projects 5
- 3. Projects in the field of development of education of the Republic of Kazakhstan 3
- 4. Projects together with business 5

Enhancing project based activity Planned projects

Tasks:

- 1.Creation of the project office of AlmaU (head-certified in project management)
- 2.Development of a culture of project based work in AlmaU
- 3. Strengthening of interaction with state bodies (development of government relations (GR))
- 4. Providing opportunities to generate additional income for faculty, employees and students

•	amou projecto	
Name of the project	Benificiary	Minimum amount, tenge
1. International Camp and Forum	Akimat of the Mangistau region.	89 mln.
2. project on the development of tourism in Mangistau region.	Akimat of the Mangistau region.	30 mln.
4. Joint projects with AIFC	AIFC	1st year at no charge
5. Training of the personnel reserve of the country and rectors of universities (AlmaU & Skolkovo)	NIS	1 st year – 5 млн.
6. Interaction with regional structures (Aktau, Uralsk, etc.) for training Management in the municipal sector, MBA in healthcare, MBA in education, consulting services, research projects, etc.	Akimats	20 mln.
7. Projects of the AlmaU Hospitality Center	HoReCa (Hotel, Restaurant, Cafe/Catering)	1 st year – 5 млн.
8. Publication of the book "Gender Entrepreneurship"	Council of Business Women of RK	3 mln.
9. project "Ulytau"	NIS	3 mln.
10. Project on the study of youth in Kazakhstan	Friedrich – Ebert - Stiftung	5 mln.
11. Science education for teachers	MES RK	5 mln.
12. Research / project on business partnership between Kazakhstan and Germany	Representation of the German Economy in Central Asia	5 mln.
13. Fundraising for the audience in the Knowledge Building	Qazkom	5 mln.
14. Business Incubator Projects	Government agencies, business	5 mln.
15. International fundraising	The World Bank, embassies, international organizations, NGOs	10 mln.
15. BastauCamp	government,, business	30 mln.
	Total:	220 млн.

Knowledge Management at AlmaU

Corporate Knowledge Management System (CKMS)

Function of **CKMS**

knowledge creation, storage, sharing and managing

Types of knowledge at AlmaU

Functional

modules of

CKMS

Academic

- Grading

- Courses
- Search
- News/ announcements/ notifications

Schedule

- Payment
- Online queries
- User's profile
- Knowledge database
- Library

Expected results:

- Optimization of business processes
- shortening the time for approvals
- availability of information online

Research

- Knowledge database
- Repository
- Bank of ideas
- Search
- Library

Organizational

- Planning and reporting
- Organizational structure
- User's profile
- News/ announcements/ notifications
- Competitions
- Experts/ rankings /vote
- Motivation
- Socialization
- Joint work



Knowledge Building. New educational spaces

□ Laboratory of Neuro-marketing

equipped with a video camera, microphone and a mobile eye tracking system Tobii Glasses 2

□ Laboratory«PetroleumTransportLab» (General sponsor - LLP "Petroleum")

Smart projector equipment

□ Laboratory DesignLab Center for Entrepreneurship and Innovation Development

equipment with sound system and projector, glass boards for design processes, tools and accessories for creating and modeling prototypes.



☐ Educational simulation center (simulator room).

Center for Mediation and Center of Excellence

equipment with four video cameras, microphones and voice recorders

☐ Oratory workshop room

equipment with a video camera for recording and analyzing speaker speeches

□ Laboratory Cyber-Polygon "EngEkon" of the Higher School of Management (general sponsor - JSC "Kazakhstan GIS Center", Ministry of Defense of the Republic of Kazakhstan)

equipment with a video camera for recording and analyzing speaker speeches

■ Multimedia Journalism Center MediaLab at Higher School of State and Public Administration and Law

equipment with a projector, computers and a dictaphone

Sport & Art Zone:

Increase in additional sports sections and activities for personal development and a healthy lifestyle for students.

The development of the world-class entrepreneurial university strategy until 2025

Event					
1. Conduct research to develop the development strategy for the University of 2020-2025:	September October 2017.				
2. Indication of mission and vision	October 2017				
3. Indication of the basic directions of development and working off with working groups: The composition of the working group: employee, PPP, student, international expert, business expert					
4. Preparation of the first Draft Strategy	December 2017				
5. Strategic session in Malaysia (visiting and studying the experience of the best entrepreneurial universities)	January 2018				
6. Preparation and defense of the final version of the strategy on the Board of Trustees meeting	March 2018				