2020 DEVELOPMENT STRATEGY OF L.N. GUMILYOV EURASIAN NATIONAL UNIVERSITY

Astana 2018
Approved by the Supervisory Board of L.N. Gumilyov Eurasian National University on October 29, 2018


2020 Development Strategy of L.N. Gumilyov Eurasian National University contains an introduction, analysis of global trends and analysis of the current situation, a mission and vision, key strategic directions, goals, objectives and expected results, and conclusion.


2020 Development Strategy of L.N. Gumilyov Eurasian National University and the Plan for the Implementation of Development Strategy of L.N. Gumilyov Eurasian National University for 2018 -2020 years are issued for University's structural units, administrative personnel, employees, students and other stakeholders.

This document shall not be duplicated and distributed without authorisation of L.N. Gumilyov ENU.
CONTENT

Introduction 4
Global Trends Overview 5
Mission and Vision 6
Current Situation Overview 7
Strategic Directions, Aims, Tasks and Expected Results 13
Conclusion 23
INTRODUCTION

L.N. Gumilyov Eurasian National University, an acknowledged academic, research, social and cultural centre, was founded in 1996 by the Decree of N.A. Nazarbayev, the President of the Republic of Kazakhstan. The core reason for establishing this unique higher education institution was the idea of Eurasian Union. Establishment of the University, which holds a prominent position in the Eurasian academic landscape, turned this idea into a reality.

Today, L.N. Gumilyov Eurasian National University (hereinafter referred to as ENU) is a university with special status acquired under the Decree of the President of the Republic of Kazakhstan, and with sufficiently high international authority; it is an implementer of academic innovative technologies and successor of the best research traditions.

The necessity of adjustment of 2020 Development Strategy of L.N. Gumilyov Eurasian National University (hereinafter referred to as ENU Development Strategy) is determined by social and economic changes, new priorities in the development of education and science, which are outlined in the Addresses of the President of Kazakhstan “Third Modernization of Kazakhstan: Global Competitiveness”, “New Opportunities for Development in the Conditions of the Fourth Industrial Revolution” and “Growth of Kazakhstan Welfare: Increasing Incomes and Quality of Life”, a new edition of the State Program for the Development of Education and Science for 2016-2019 (hereinafter referred to as SPRES), Strategic Plan of the Ministry of Education and Science of the Republic of Kazakhstan (hereinafter - the MES RK) for 2017-2021.


Thus, L.N. Gumilyov ENU:

- Striving to contribute to the development of the national undergraduate and postgraduate education system;
- Directing its efforts towards realization of the normative and legal instruments and provisions of the Ministry of Education and Science of the Republic of Kazakhstan (hereinafter referred to as MES RK);
- Referring to the national traditions and international trends in higher education;
- Striving to occupy the leading position in national rankings, top positions in Eurasian rankings and significant position in international rankings;
- Desiring to participate actively in the implementation of international agreements has amended and approved 2020 ENU Development Strategy and the Plan for the Implementation of ENU Development Strategy for 2017-2020 years.
GLOBAL TRENDS OVERVIEW

In the twenty-first century, education is one of the most important strategic resources of development for any society and state. At the present time, globalisation, regionalisation, and internationalisation are the principal trends in the development of countries and of the world-wide education system. For instance, the phenomenon of globalisation, which affects the economy, policy, culture, and mass media, significantly influences the education system. It was taken into account in Development Strategy of our University, which positions itself as a research university striving for close cooperation in the sphere of research and professional training. Moreover, globalisation does not exclude the regional specifics of the development of countries and education systems. It is reflected, for example, in higher education integration within the framework of the Bologna process. Additionally, higher education internationalisation is implemented through the harmonisation of the content of professional training at all levels of undergraduate and postgraduate education, as well as through the academic mobility of students, faculty members and research fellows.

Globalisation, regionalisation and internationalisation as global trends in the development of higher education determine the key processes, such as the introduction of new education technologies, including information and telecommunication technologies; the deeper integration of education and science, which reflects the core of a university education and preserves its fundamental nature; the maintenance of universities’ autonomy through changing the management systems and expanding academic freedom; providing additional academic services, including those related to the realization of the principle of lifelong learning.

The global trends and related innovative processes significantly influence the Kazakhstan’s education system. They were taken into account in 2020 ENU Development Strategy, as well as the social, economic and political realities of our country.
MISSION AND VISION

The mission is to be a leading research and education centre of the Eurasian region, which provides favourable conditions for conducting research and acquiring advanced knowledge; trains specialists to develop the priority sectors of the economy, and is accountable to the Government and to society for the outcomes of its activities.

The vision is to become a national research university focused on the close integration of education, science and industry.

The mission and vision of ENU are determined by the development priorities:

- Focus on fundamental and applied research in modern branches of science, education and economics;
- Training scientific personnel (Masters and Doctors of Philosophy);
- Implementation of training of academic personnel in a wide range of areas, including information and communication technologies, business, law and management, humanitarian and social sciences, education, journalism, natural sciences, mathematics and statistics;
- Teaching staff quality assurance by involving the country’s leading scholars and inviting foreign specialists for temporary positions;
- Rigorous matriculation requirements: about 80% of our undergraduates are holders of “Altyn Belgi” medals and state education scholarships, winners of international and national academic Olympiads and research project competitions. The high level of competition among postgraduates is also an important factor in student recruitment;
- Focus on integration into the Eurasian research and academic space through involvement in international organisations and associations;
- Academic exchanges for teaching staff and students;
- Double-diploma education;
- Aspiring to play a leading role among Kazakhstan and world universities by gaining a high rank in national and international rankings.
CURRENT SITUATION OVERVIEW

The main achievements of the ENU activities during the period of 2012-2016 are as follows:

**Membership in international organizations:** the ENU has been a member of the International Higher Education Academy of Science; the Eurasian Association of Universities and the Association of Asian Universities, UNAI, as well as a member of the Union of Turkic-speaking Universities, the Eurasian Universities Association and the International Research Association of the CIS and the Baltic countries; has been a full member of the European Association of Institutions in Higher Education and the International Association of Universities; signed the Magna Charta of European Universities in Bologna (Italy).

**International recognition:** the ENU was awarded the “United Europe” prestigious international medal (Oxford, 2005); the International Socrates award for its contribution to the intellectual development of modern society (Oxford); and “The CIS Best Company” golden star. It was accredited by the Supreme Committee for Non-Jordan Higher Education Institutions Accreditation (the Hashimite Kingdom of Jordan). It demonstrates significant results: according to the QS World University Rankings: (top 400) and enters the TOP 50 young universities in the world in the “QS Top Universities Under 50” rating, in 2018 in the QES EECA countries of Eastern Europe and Central Asia, ranked 40th; is the best Kazakhstani university in the ranking of the websites of world universities “Webometrics”; in 2017 it entered the QS subject rating in the direction of "Physics and Astronomy"; in 2018 - in the authoritative rating of Times Higher Education 1000+; ENU entered the subject rating of Times Higher Education 801+ in the field of physics; received an award from the Economic Council of the Commonwealth of Independent States in the category "Services" for achievements in the field of product quality and high-performance quality management methods.

ENU is a member of IREG, the Regional Network “Education and Training in Nuclear Technologies (STAR-NET)”, the Network University of the CIS and the University of the SCO countries, the Turkic Inter-University Union, the Scientific and Educational Consortium between universities and research institutes of the Republic of Kazakhstan and The Republic of Belarus.

**Recognition at the republican level:** on December 25, 2012, ENU became the laureate of the President of the Republic of Kazakhstan “Altyn Sapa” award in the nomination “The best service provider”.

In 2013, ENU successfully passed the State attestation and institutional accreditation, which is a testament to the quality of teaching, research, social and cultural activities.

In the national ranking of multidisciplinary universities, conducted by the Independent Agency for Educational Quality Assessment, ENU traditionally occupies a leading position.

**Training** is conducted in the sphere of higher and postgraduate education in 71 undergraduate specialties, 68 graduate and 39 doctoral specialties. 169 educational
programs are accredited by national and foreign accreditation agencies. In the 2018-2019 academic year, within the framework of the implementation of the state program “Digital Kazakhstan”, the implementation of 17 experimental educational programs was launched, including IT management (B), IT audit (B), Environmental audit (B), Computational linguistics (M), Digital Forensics (M), etc.

In the 2018–2019 academic year, the bachelor’s contingent is 15435 people, of which 11868 people are enrolled with a state grant, the magistracy contingent - 3,064 people, of which 2,971 people, studying with a grant, the doctoral contingent - 717 people, of whom 701 people, have a scholarship.

Over the years, ENU has been successfully working on the implementation of the parameters of the Bologna process:

- training is conducted at three levels: bachelor's degree - master's degree - doctoral (PhD);
- academic mobility of students and teachers is implemented, including through two-diploma educational programs, international academic exchange programs (ERASMUS +, DAAD, etc.), the involvement of foreign teachers in the implementation of educational programs, scientific internship of undergraduates and doctoral students in foreign partner universities;
- educational programs are developed on the principle of modular structuring, taking into account the competence-based approach and transferring ECTS credits;
- the issuance of applications to the diploma of the European sample.

Indicators of the quality of training at ENU are their relevance in the internal and external labor market (85% of graduates are employed in the first year after graduation from the university), achievements in their professional career and a high level of competitiveness, which is a result of a competent policy of building relationships with employers. The “Alumni Association” has been created, educational programs are coordinated with professional associations, interaction with specialist certification centers is built.

**International cooperation.** The ENU realizes international cooperation on the basis of 343 contracts with universities, scientific organizations, embassies and scientific and educational funds of 52 countries in Europe, Asia, America, Africa and Oceania.

The main areas of cooperation: academic mobility of students and teachers, internships for undergraduates and doctoral students, the involvement of foreign students, joint research, the implementation of the Erasmus + program, etc.

In the 2018-2019 academic year, only in the first semester, 90 foreign teachers were attracted to give lectures and guide the scientific work of students, undergraduates and doctoral students. As part of academic mobility in the 2017-2018 academic year, 338 students were trained in foreign universities. The results of the incoming academic mobility increased by 3 times: at the beginning of the 2018-2019 school year, 574 foreign citizens studied at the ENU, including the preparatory department. 30 programs are implemented in foreign languages, 427 disciplines are read in English, which makes the university more attractive.
Successful training is underway in double degree programs. In the 2018-2019 academic year, 30 joint educational programs are implemented with 13 partner universities (8 of them are in the framework of the CIS SU, 4 in the SCO and 18 in the framework of inter-university agreements).

The number of Erasmus + program projects is growing, 12 “Capacity building in higher education” projects are being implemented. In the direction of “Jean Monet” of the Erasmus + program, the project “EURODIP European Diplomacy Jean Monnet Chair (Department of Jean Monnet“ European Diplomacy ”) was selected for funding.

An important area of international cooperation in 2018 was the opening of cultural and educational centers in Belarus, China, Turkey and Iran.

On the basis of ENU, the Kazakhstan branch of Moscow M.V. Lomonosov State University is open. In 2013, a department of the Assembly of Peoples of Kazakhstan was founded at ENU.

At the same time, additional efforts are required for opening of the English-language educational programs and attracting foreign students; increase the effectiveness of academic mobility students and teachers; increasing the number of teachers who speak foreign languages.

The elaboration of a mechanism for productive interaction with certification centers of specialists, the conclusion of contracts for professional practice with subsequent employment is required.

One of the priorities of ENU is the implementation of a set of measures to educate young people with high civil and moral principles, a sense of patriotism and social responsibility. An important direction of civic education is the implementation of the program “Spiritual modernization”. Students of undergraduate, graduate and doctoral studies are actively involved in the management of the university, solving various issues in all areas of the university, representing the interests of students through collegial governing bodies.

The students participate in the events of the republican and city scale: the social projects “Abyroyly Ustaz”(Honorary Teacher) and “Adal Bol”(Be Fair) together with the Agency for Civil Service Affairs and Anti-Corruption and the youth wing “Zhas Otan” of the party “Nur Otan”; Republican action "Parasyz Bolashak" together with the Agency for Civil Service Affairs and Anti-Corruption; the social project “Complex of measures on topical issues of religions in the youth environment” together with the Office for Youth Policy of Astana and others.

In order to ensure a healthy lifestyle for students, the University has opened a Medical Center, in each building there are medical stations, numerous sports sections operate.

Club forms of work are actively developing at ENU: 75 clubs and associations are operating in the 2018-2019 academic year;

At the same time, ENU cannot provide students with dormitories sufficiently; there is a need for sports facilities.

**Scientific and research activities** aimed at the development of fundamental science and applied research in the main areas recommended by the Higher Scientific
and Technical Commission under the Government of the Republic of Kazakhstan: nuclear and space technologies, bio- and nanotechnologies, new technologies for the hydrocarbon and mining and metallurgical industries, the study of the scientific and methodological foundations of the nationwide ideas, and etc.

In 2018 100 projects were implemented on the fundamental and applied research: 78 projects on grant financing under the budget program 217 in all seven priority areas; 5 scientific and technical programs and 2 government assignments for targeted program financing; 15 research projects with business entities from the non-governmental sector. The total funding for research and development in 2017 amounted to 1,530,025,802 thousand tenge.

ENU as a subject of scientific and research-technical activities has a certificate of state accreditation, 2 research laboratories are accredited.

One of the criteria for the effectiveness of research activity of scholars and employees is publication, especially in high-rating journals included in the Web of Science and Scopus databases: the numbers of publications over the past 5 years are 949 and 1329 in the Web of Science and Scopus databases, respectively.

Presently, the 16 scientific journals are published at the ENU: “Eurasian Mathematical Journal” and “Eurasian Journal of Mathematical and Computer Applications” are included in the international base of the Web of Science Core Collection, “Eurasian Journal of Physics and Functional Materials”, “Problems of engineering graphics and professional education” and “Bulletin of the L.N. Gumilyov Eurasian National University” in 12 areas, most of which are included in the list of publications recommended by the CCSES MES RK.

Among the goals is to attract young people to science. The University has a Council for young scientists, a Students’ Scientific Society, whose main goal is to promote the creative and research activities of young scholars and students. In 2017, the ENU Council for young scientists became the “Best Council for Young Scientists” according to the results of the competition held by the Foundation of the First President - Yelbasy.

Another important area of research activities of the ENU is obtaining protective documents. In 2017, 85 protective documents were received, of which 18 belongs to the ENU as a copyright holder.

A special place in terms of research work is occupied by the Engineering Profile Laboratory, which works on the production of individual filters for cleaning water based on track membranes as a part of the World Bank’s and MES project “Technology Commercialization”.

Meanwhile, the analysis of the main challenges of the university’s research activities reveals the following: insufficient equipment of research laboratories with modern tools, poor integration with foreign research organizations and think-tanks, and the lack of long-term scientific cooperation with business and enterprises.

Human capital is the basis for the ENU successful development. The educational and scientific activities at the ENU are implemented by highly professional teaching staff: more than 70% are the members of scientific and sectoral academies, laureates of the State Prizes of the Republic of Kazakhstan, doctors and
candidates of sciences, professors, associate professors, and PhD. The program “Attracting Foreign Specialists to Higher Education Institutions of the Republic of Kazakhstan” is being successfully implemented, meetings with Nobel Prize winners have become traditional, over 200 Bolashak graduates, who received education at the best universities in the world, have been also attracted. The educational process is carried out by the qualified teaching staff - 1576 people in number, of which 259 are Doctors of Science, 665 Candidates of Science, 180 PhD. The KPI system has been implemented in order to motivate and stimulate the productive activities of the staff since 2016. Thus, in 2018, according to the results of KPI, 781 people, i.e. about 50%, were awarded.

The teaching staff professional development is carried out on a budgetary basis once in 5 years. During the 2017-2018 academic year, 327 teachers completed advanced training abroad and in Kazakhstan, 169 and 158 people, respectively.

Since 2018, the Institute of Professional Development and Additional Education has been functioning at the ENU.

In view of improving personnel policy, regular surveys of teaching staff and employees are conducted in order to identify the degree of satisfaction with working conditions.

In spite of the progress achieved there are some problems in recruiting the staff, which are relevant to the education system as a whole: low percentage of young personnel, the lack of separation of lecturers to the category of “lecturers-researcher” and “lecturers”, low wages, causing the outflow of personnel, etc.

The main objectives for the development of infrastructure and material and technical base are: creation of a modern teaching and laboratory base and social infrastructure; developing a computer park and telecommunications equipment; informatization of education and research, development of the Internet resources.

The infrastructure includes 22 objects: 7 educational buildings, 7 students’ houses and dormitories, a house for young scientists, a small family dormitory, a sports complex “Eurasia”, a sports and recreation center “Tumar”, a building of a scientific library, etc. There are two accredited laboratories: an engineering profile laboratory, laboratory SPC - ENU Lab.

The park of computer and interactive equipment is being developed. All computers of the university are connected to a local network and connected to the Internet. Rooms in the educational buildings are equipped with interactive whiteboards and video projectors, all buildings are provided with free Wi-Fi. The corporate information systems are introduced on certain aspects: PLATONUS, e-document management - ARTA SYNERGY, e-library, etc.

The library fund comprises 1,644,032 copies, of which educational and methodical literature presented in 1,037,713 copies (63.1% of the total fund), scientific literature - 416,681 copies (25.4% of the total fund), additional literature - 189,638 copies (11.5% of the total fund).

The expansion of the library information potential is due to the subscription to the licensed bases: EBS Lan, EBS IPRbooks, EBSCO, East View, Euromonitor
International Passport, Press Reader, Polpred, Web of Science, ELibrary USA, and others.

The material and technical base is constantly being improved, new equipment is being purchased. Thus, the amount of funds allocated for the renewal of the material and technical base in 2017 amounted to 1,542,477.8 thousand tenge.

The most acute problems of infrastructure are related to the lack of academic and laboratory areas and dormitories, the lack of indoor and outdoor sports facilities, the fragmentation of automated information systems, and the lack of a modern library. Some infrastructure facilities need major repair and re-equipment.

Thus, the analysis of the current state shows the ENU significant results in implementation of the Development Strategy. At the same time, new priorities in the development of higher education and science, stipulated in the adjusted RRSP for 2016-2019, necessitate the introduction of changes and amendments and pose new challenges for the university.

**SWOT-analysis**

<table>
<thead>
<tr>
<th><strong>S (strengths)</strong></th>
<th><strong>W (weaknesses)</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>- recognition at the international and national market of education services;</td>
<td>- lack of academic buildings and dormitories;</td>
</tr>
<tr>
<td>- professional training in a wide range of prestigious academic programmes;</td>
<td>- insufficient accommodation;</td>
</tr>
<tr>
<td>- international cooperation;</td>
<td>- underdeveloped scientific and academic laboratory base;</td>
</tr>
<tr>
<td>- large share of teaching staff with academic degrees;</td>
<td>- underdeveloped social infrastructure facilities;</td>
</tr>
<tr>
<td>- involvement of foreign professors;</td>
<td>- absence of modern library;</td>
</tr>
<tr>
<td>- developed research schools in different areas;</td>
<td>- lack of sport facilities;</td>
</tr>
<tr>
<td>- availability of scientific personnel to carry out research, including within the framework of the SPIIID;</td>
<td>- limited experience of corporate governance and HR management;</td>
</tr>
<tr>
<td>- experience to train Doctors of Philosophy;</td>
<td>- absence of differentiated wage rates;</td>
</tr>
<tr>
<td>- full-time study;</td>
<td>- insufficient level of education informatisation;</td>
</tr>
<tr>
<td>- qualified contingent;</td>
<td>- small number of foreign students</td>
</tr>
<tr>
<td>- experience to implement double-diploma academic programmes;</td>
<td>- modern communication services with social media application</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>O (opportunity)</strong></th>
<th><strong>T (threat)</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>- Government attention to undergraduate and postgraduate education;</td>
<td>- cut in the state financing;</td>
</tr>
<tr>
<td>- integration into the international academic</td>
<td>- active policy of competitors;</td>
</tr>
<tr>
<td></td>
<td>- sporadic recruitment of personnel;</td>
</tr>
</tbody>
</table>
community;
• expansion of academic, management and financial independence;
• granting the right to autonomy;
• increase in demand in undergraduate and postgraduate education;
• allocation of funds from the national budget to build new academic buildings and hostels;
• digitalization of all activity directions.

STRATEGIC DIRECTIONS, AIMS, TASKS AND EXPECTED RESULTS

The achievements in the ENU’s development and the disadvantages mentioned above are of concern for the future. The further successful development of the ENU can only be achieved by the elimination of the existing limitations.

The strategic directions until 2020 ENU development are chosen according to its mission, the vision and development priorities of Kazakhstani society, science and economy, undergraduate and postgraduate education systems, and programmes in the sphere of education. Hence, the following strategic directions, aims, tasks and expected results are determined. The anticipated indicators are presented in accordance with the major stages of the ENU Development Strategy.

Strategic Direction 1.
Training Competitive Experts

Aim 1.1: Training experts with undergraduate and postgraduate education, meeting the requirements of industrial and innovative development of the RK economy, and the demands of domestic and foreign labour market.

Task 1.1.1: Adjusting the ENU procedures to the major parameters of the Bologna process.

This task will be implemented through:
– Harmonising content of degree programmes in compliance with the similar programmes of foreign partner universities;
– Adjusting the academic programmes in accordance with the requirements of the European and National Qualification Frameworks;
– Assuring the degree programmes’ quality through national and international accreditation by agencies that are full members of international European networks to ensure the quality of education and entered in the register of the authorized body in the field of education;
– Involving social partners and employers in the development and realization of degree programmes;
– Concluding cooperation agreements with high-ranked universities to develop academic mobility of students, teaching staff and employees;
– Attracting foreign students to academic programmes, including those instructed in English;
– Increasing the number of participants in international programmes such as ERASMUS +, DAAD and others;
– Concluding contracts with foreign and domestic partner universities for academic exchange, joint scientific research, commercialization of projects, upgrading the qualifications of the teaching staff;
– Concluding agreements with the partner universities of the CIS and far abroad on joint educational programs;
– Obtaining licenses for the opening of new degree programs;
– Increasing the share of the scientific component in the content of degree programs at all levels;
– Introducing additional elective modules to conduct scientific research in the content of undergraduate and graduate degree programs;
– Monitoring the involvement of undergraduate and graduate students in research activities;
– Training participants for subject Olympiads at the national and international level;
– Participation of undergraduate and graduate students in national and international conferences, seminars, competitions to enhance the creative and innovative capacities of young people;
– Stimulating students who won prizes at national and international scientific research works competitions;
– Increasing the proportion of the international students in ENU.

Task 1.1.2: Professional training at undergraduate and postgraduate levels for the economic sectors, including projects of the state’s industrial-innovative development.

The fulfillment of this task will be carried out through:
– Attracting the training requests of big companies subject to the priorities of the SPIID;
– Involving professional associations in alumni qualification assessment;
– Widening funding sources for education activity at the expense of public and private enterprises;
– Concluding agreements on professional internship with subsequent job placement;
– Attracting practitioners for consultation and co-supervision of final qualification works of Bachelor’s, Master’s and PhD students;
– Concluding agreements with professional associations on forming alumni HR reserve;
– Concluding mutually beneficial contracts with universities and enterprises for the targeted training of scientific and pedagogical personnel;
– Holding meetings, seminars, master classes, presentations and other recruiting events with representatives of employers;
– Opening new double-diploma, joint SPLIT PhD and postdoctoral degree programs;
– Involving students in research activities at the scientific research institutes;
– Integrating education and science through the approval of themes of bachelor’s, master’s and doctoral theses, as well as their defense, in accordance with the priority industrial branches and areas of fundamental and applied research projects of scientific centers and laboratories, Innovation Park, etc.;
– Increasing the share of financing the University’s activities through public-private partnerships (PPPs).

Aim 1.2: Creation of diversified education environment facilitating students’ qualitative professional and personal development.

Task 1.2.1: Education services quality assurance.

Meeting the target will be identified relying on the results of external assessment:
– Positions in the international QS World University Rankings and the national University rankings;
– Results the “Academic Achievements’ External Assessment” national independent testing of graduating students’;
– Passing the national and international accreditation;
– Satisfaction of employers with the quality of professional training.

Internal assessment also is taken into account:
– Regular monitoring of students’ satisfaction with the quality and conditions of study;
– Regular monitoring of teaching staff’s feedback about the working conditions;
– Progressive changes in the number of bachelor’s graduates who received a diploma with honors, as well as in the number of undergraduates and graduates who continue their studies at master’s and PhD degree programs;
– Academic quality monitoring;
– Academic and methodical support of education process, including training materials in the state language;
– Targeted allocation of funds to develop the library, modernize and update teaching and laboratory equipment;
– Development of academic and methodological support with multimedia and Internet components in the state language.
**Task 1.2.2: Creation of conditions for students’ personal development**

The task will be implemented through:

– Cooperating with the socially important republican associations (“Zhasyl Yel”, “Students’ Alliance of Kazakhstan” youth social organisation, “Youth Congress of Kazakhstan” association of legal entities, etc.) and the University societies;
– Developing a research center for youth policy;
– Involving students in the youth social and political organizations (youth wing of the “Nur Otan” party, the Centre for Youth Policy, the “Parasat” and “Orator” debate clubs, etc.) to develop students’ civil and patriotic values;
– Organizing events aimed at the formation of Kazakhstani patriotism, including the state program “Rukhani zhangyru”;
– Involving young people in strengthening the spiritual and moral values of the “Mangilik Yel” National Patriotic Idea, the state program “Rukhani zhangyru” and the culture of a healthy lifestyle;
– Maintaining activities of the cultural and sports associations;
– Involving students, faculty members and staff in sports events;
– Attracting students to creative associations (“E-Studio”, “Kausar”, “Shanyrak” and “Atraktsion” student theaters), clubs;
– Maintaining activities of student’s clubs and the associations promoting professional and personal growth, and formation of an active citizenship;
– Providing financial support to socially vulnerable students;
– Providing free medical services to students in the medical center of the University;
– Assisting to temporary employment of undergraduate and graduate students, together with the Directorate for Employment and Social Programs (“Public Works for Student Youth”), and etc.

The University’s efficient activity in the sphere of youth upbringing will be implemented through the establishment of a research centre to analyze processes and trends in the youth environment. The conceptual fundamentals of the state program “Rukhani zhangyru” will be implemented under the ENU Action Plan.

**The expected results of the Strategic direction 1**

**Training Competitive Experts**

– The share of alumni who received government funding for training and to be employed by the field of study in the first year after graduation: in 2018 – 85%; in 2019 – 85%; in 2020 – 90%;
– The share of the University’s graduates who have completed Master’s and PhD studies of the scientific and pedagogical direction, employed in educational institutions and scientific organizations in the first year after graduation: in 2018 – 19%; in 2019 – 19%; in 2020 – 20%;
– The share of accredited academic programmes from the total number of the realised programmes: in 2018 – 93%; in 2019 – 93%; in 2020 – 93%;
– The students’ satisfaction level with the education service quality and transparency of the University’s activities (based on the results of sociological survey): in 2018 – 87%; in 2019 – 87%; in 2020 – 87%;
– The share of students taking part in the execution of socially important Republican and University projects, including those receiving the support of resource centres: in 2018 – 33%; in 2019 – 34%; in 2020 – 35%;
– The share of students participating in events and included in the activities of the youth social and political organisations and associations, including the state program “Rukhani zhangyru”, directed to forming active citizenship: in 2018 – 62%; in 2019 – 63%; in 2020 – 63%;
– The share of young people who consider themselves patriots (according to sociological surveys): in 2018 – 86%; in 2019 – 90%; in 2020 – 90%.

**Strategic Direction 2.**
**Formation of the University as a Research Centre in the Eurasian Region**

**Aim 2.1:** Scientific and technical support for the development of the University’s research structures.

**Task 2.1.1:** Scientific and technical support for growth in research activities.

The implementation of this task will be carried out through:
– Increasing applied and fundamental research, including grant-funding, program-target and basic program financing of the MES RK;
– Creating conditions for faculty members for productive research activity to increase the number of publications including those published in journals with impact-factor, indexed by Thomson Reuters and Scopus international bibliometric databases;
– Obtaining documents protecting items;
– Involving undergraduate and postgraduate students in projects at research institutions;
– Approving the themes of scientific works of graduate students in accordance with the scientific directions of the research institutes;
– Monitoring the participation of teaching staff and graduate students in the implementation of applied and basic research;
– Monitoring the implementation of research results in the training process;
– Taking advantage of the scientific and technical potential of scientific schools during the development of master’s and doctoral dissertations;
– Increasing funding research and development, scientific and innovative activities including PPP funds and business, increase in the number of scholars;
– Attracting new domestic and foreign partners for the implementation of applied and basic research;
– Conducting joint scientific research with research institutes of national importance.

**Task 2.1.2: Development of cooperation with leading overseas research centres.**

This task is implemented through a number of activities. Firstly, it is the execution of projects in the framework of scientific and educational consortia and attracting leading foreign research centres. For instance, development of the Kazakhstan–Belarus Centre for Scientific and Technical Cooperation.

Secondly, it is conclusion of agreements on international cooperation with foreign research centers, correspondence and negotiations with foreign organizations. In future, it is planned to enhance contacts and attract more partners. For this reason there is to be formed a database of potential partners from among the world’s leading research centres in priority areas.

Thirdly, regular benchmarking with leading innovative research and technology parks will be undertaken to monitor the outcome of activities and the progress achieved.

Fourthly, innovative research management approaches will be used to assist the University’s research structures in project development and successful technology transfer.

**Aim 2.2: Integration of education, science and production.**

**Task 2.2.1: Networking with industry, business structures and other organizations in research and production activities.**

The solution of the task will be achieved through ensuring participation of the University’s departments in various grant competitions and research and other economic contract projects financed from public and local budgets, arranged with charities/trustees and business structures. The university intends to intensify cooperation with industrial companies of the RK in solving science-intensive tasks through PPP. There will be also provided new opportunities for partner relations with business structures and industries. The compulsory participation of the industry representatives in scholars’ research projects, attraction of the leading experts of organizations in competitions (including international ones) and implementation of joint basic, applied and innovative projects are planned.

The University will assist in the commercial use of R&D results. Results on innovation and research activities, including those financed in conjunction with business structures and production, will be introduced into the educational process and production.

**Task 2.2.2: Commercialisation of scientific developments created at the research structures.**
This task is to be completed through, first, attraction of national companies and private enterprises into implementation of research projects and programmes; development of new technologies subject to the priorities of the SPIID; revitalization of structures’ activities, supporting commercialisation of scientific developments and others. Continuous monitoring of information on announced funded innovative competitions will be conducted.

Secondly, a set of measures will be implemented to transform the Innovation Park into the ENU Technopark by 2020. Also, the updated information base about the existing equipment and devices in the research institute will be further collected. To develop new technologies, scientific projects and programs with the involvement of national companies and private enterprises, monitoring of targeted scientific and technical programs, and scientific projects on grant financing will be implemented.

Thirdly, the conditions for the commercialization of scientific developments on the basis of research structures of the university will be provided.

*The expected results of the Strategic direction 2. Formation of the University as a Research Centre in the Eurasian Region*

- The number of scientific publications in journals with impact-factor, included in the international bibliometric databases (Thomson Reuters, Scopus): in 2018 – 340; in 2019 – 350; in 2020 – 360;
- The share of expenses for scientific equipment from the total funding of scientific research work: in 2018 – 3.5%; in 2019 – 4.0%; in 2020 – 4.5%;
- The share of experimental development costs in the total amount of R & D funding: in 2018 – 19%; in 2019 - 23%; in 2020 - 25%;
- The share of international cooperation in R&D: in 2018 – 25%; in 2019 – 27%; in 2020 – 30%;
- The share of income from innovative and scientific activities from the University’s total income: in 2018 – 10%; in 2019 – 14%; in 2020 – 15%;
- The share of funds invested by business in the total amount of R & D funding: in 2018 - 4.0%; in 2019 - 6.0%; in 2020 - 10.0%;
- Growth of the number of researchers as opposed to the number reached in 2014: in 2018 - 25%; in 2019 - 27%; in 2020 - 30%;
- The share of faculty members participating in financed fundamental and applied research projects: in 2018 – 50%; in 2019 – 51%; in 2020 – 52%;
- The number of created start-up companies (total amount since 2016): in 2018 – 8 units; in 2019 – 10 units; in 2020 – 12 units;
- The share of commercialized projects in the total number of applied research projects (annually): in 2018 – 5%; in 2019 – 7%; in 2020 – 9%.

*Strategic Direction 3. Human Resources and Management System Development*
**Aim 3.1: Enhancement of professional skills and training of the teaching staff.**

**Task 3.1.1: Introduction of effective recruitment and attestation mechanisms for professional staff.**

To solve this task the following activities will be carried out:
- Encouraging and increasing employee performance through the KPI system in accordance with holding positions;
- Updating the requirements of competitive recruitment for teaching staff taking into consideration innovative approaches to educational activities, permanent participation in research work, publications in top national and overseas journals.

Particular attention will be paid to attracting University graduates, practitioners, young PhD doctors graduated from leading national and world universities to teaching and research activities. To improve the effectiveness of selection mechanisms, the University’s personnel reserve system will be developed.

**Task 3.1.2: Teaching staff professional development.**

This task implementation includes activities, such as the organization of professional development and the re-training of faculty members at the national level; the formation of partner universities’ database from the top 400 world universities to organize international scientific internships and further training; the advanced training of faculty staff and personnel in ICT, also through online resources;

**Task 3.1.3: Attraction of overseas professionals.**

The achievement of this task will be provided through increasing the number of foreign professionals from the best world universities involved in academic and research activities; priority of long-term contracts with overseas specialists; promotion of the achievements and opportunities of the University in teaching international students and in joint research activities; organisation of the international scientific and practical activities, developing cooperation with leading foreign universities in order to attract specialists for lecturing and consulting, attracting Kazakh scientists from abroad to conduct research and scientific activities in Kazakhstan, attracting foreign specialists to the top management of the university; participation in international educational exhibitions.

**Aim 3.2: Management system improvement in the context of transfer to the University’s autonomy.**

**Task 3.2.1: Enhancing the professional level of administrative and management personnel.**

Professional skills of the administrative and management personnel are to be enhanced by retraining in the sphere of management; retraining to work effectively under the terms of the University’s autonomy, etc.
Enhancing the professional level of the administrative and management personnel is also likely to be carried out through participation in certified re-training and professional development programmes abroad, personnel reserve program’s realisation. For this purpose, a database of foreign partners from among the leading universities and educational consulting companies will be developed, and a schedule on completion of professional development courses for management personnel at these organisations will be composed.

Task 3.2.2: Creation of conditions for transition to the University’s autonomy.

The task suggests the introduction of academic freedom principles through granting the right to develop degree programmes; implementation of corporate management principles by involving faculty members and students in decision-making process (Scientific Council, Rectorate, Scientific and Methodological Council, Scientific and Technical Council, committees, commissions) and others.

Moreover, in order to provide effective management the normative documents, regulating personnel, finance, information, material and technical resources, will be updated and introduced. Measures on dissemination of the principles of universities’ autonomy, transparent management and corporate culture, and improvement of the University’s performance will be carried in line with the assessment and recommendations of the University’s Supervisory Board. Ensuring the University’s information disclosure and transparency of all ongoing processes, including the public report of the Rector, are also significant.

The expected results of the Strategic direction 3. Human Resources and Management System Development

– The share of teaching staff with degrees from the total number of teachers: in 2018 – 72.5%; in 2019 – 73%; in 2020 – 73.5%;
– The share of faculty members who have completed professional development courses, retraining, and internships, including pedagogical specialties: in 2018 – 17%; in 2019 – 17%; in 2020 – 17%;
– The share of administrative personnel, who have completed professional development training and re-training in education management (annually): in 2018 – 10%; in 2019 – 10%; in 2020 – 10%;
– The share of the implemented management solutions made by collegial bodies: in 2018 – 84%; in 2019 – 84%; in 2020 – 85%.

The Strategic Direction 4. Infrastructure and Material Base Development

Aim 4.1: The developed infrastructure and material base for academic and research activities.
Task 4.1.1: Setting up a modern academic laboratory base and social infrastructure.
Implementation of this task needs sufficient financial allocations to maintain social facilities in the balance sheet of the University; to create conditions for providing barrier-free access for students with special educational needs; to accredit scientific laboratories, to develop and modernize educational and laboratory buildings, to provide modern equipment and computer hardware with high-speed Internet connection.

**Task 4.1.2: Computer park and telecommunications facilities expansion.**

The task is supposed to be realised by the monitoring of targeted allocation of funds to maintain the computer park, acquisition of new generation computers and licensed software, to increase guaranteed Internet access speed.

**Task 4.1.3: Education and research informatisation, Internet-resources development.**

For successful implementation of the task, we will continue:
– To automate the educational process;
– To monitor the implementation of scientific projects related to new information technologies, high-performance computing, environments and resources;
– To improve automation of library processes, and automate administrative and complementary processes (electronic document management, logistics support, personnel management, housing, applications);
– To update hardware;
– To make contracts with domestic and foreign partner universities and other organizations on introduction of information technologies and development of integrated research and educational projects;
– To provide access to electronic databases, electronic scientific libraries of partner universities through the University’s network resources, full-text database of the results of scientific research of students and teaching staff, scientific papers in the repository;
– To develop Internet resources, and to achieve high positions of the University site in the Webometrics ranking, creating conditions for student service on the principle of “one window”.

In particular, availability of information and library resources for students with special educational needs will be provided.

**The expected results of the Strategic direction 4. Infrastructure and Material Base Development**

– The ratio of the classroom facilities’ area to the total number of students: in 2018 – 4.2 sq.m.; in 2019 – 4.2 sq.m.; in 2020 – 4.2 sq.m.;
– The share of students to be provided with accommodation out of the total number who needs it: in 2018 – 53%; in 2019 – 62%; in 2020 – 62%;
– Number of accredited scientific laboratories: in 2018 – 2 units; in 2019 – 2 units; in 2020 – 2 units.

CONCLUSION

To summarise the content of the “2020 Development Strategy of L.N. Gumilyov Eurasian National University”, it is necessary to state that the strategic directions’ implementation will facilitate the University’s transformation into a leading research and academic centre of the Eurasian region, which provides conditions for conducting research and acquiring advanced knowledge, trains specialists to develop the priority sectors of economy, and will be accountable to the Government and society for the outcomes of its activities.

The most important results of the Strategy implementation will be maintenance of a favourable environment, and the development of a technological infrastructure and efficient mechanisms for academic and research activities focused on:

– Providing access to qualified education in accordance with the State Program for the Development of Education and Science for 2016-2019 years;
– Fulfilling tasks of the fundamental science and applied research in the priority spheres indicated in the SPIID;
– Developing the ENU as a national research university realizing the strategic tasks of the state.

Initiatives and achievements of L.N. Gumilyov Eurasian National University illustrate the University’s promising intellectual potential to implement all of the important ideas and projects stipulated in the State Development Strategy – “Kazakhstan’s Way – 2050: Common Aim, Common Interests, Common Future” programme of the President N.A. Nazarbayev.