



APPROVED

By the decision of the Board of Directors
Non-profit joint stock company
“L.N. Gumilyov Eurasian
National University”
(Protocol No. 4 dated May 12, 2021)

DEVELOPMENT STRATEGY OF L.N. GUMILYOV EURASIAN NATIONAL UNIVERSITY for 2021-2025

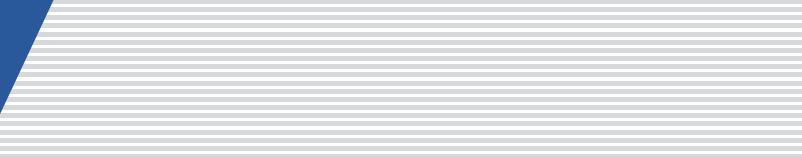
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RESULTS OF THE ENU DEVELOPMENT STRATEGY until 2020

In the international ranking QS World University Rankings since 2012, the university has moved up to 93 positions since 2012, and now takes the 357th place. In the ranking of young universities in the world QS Top Universities Under 50 ENU takes the 43rd place.

The number of educational programs with international accreditation increased from 18 in 2012 to 190 in 2020.

12 cultural and educational centers were opened abroad in Iran, Turkey, China, Russia, Belarus, Uzbekistan and Pakistan.

STRATEGIC DIRECTION 1.

TRAINING COMPETITIVE STAFF

Educational activities are aimed at training personnel with higher and postgraduate education that meet the needs of industrial and innovative development of the economy of the Republic of Kazakhstan, the needs of the internal and external labor market.

Training of bachelors is carried out in 81 programs, masters - 82, PhD - 39 programs.

16 double degree programs and 33 English programs are implemented.

For the first time in 2020, a postdoctoral program was launched.

From 2012 to 2020, the number of students increased by 1.4 times, master's students - 2 times and doctoral students - 5 times.

RESULTS OF THE ENU DEVELOPMENT STRATEGY until 2020



Figure 1. Growth dynamics of the student population

In 2016-2019, ENU took part in the implementation of the State Program of Industrial and Innovative Development of the Country. 796 masters of engineering and technology have been trained, 4 modern scientific laboratories have been created, 2 out of which have international accreditation.

As part of the internationalization of education, more and more foreign students are attracted to the university. Their share in comparison with 2012 increased by 2.5 times which is 5% of the total number of students.

The share of employed graduates in bachelor's degree is 79%, master's degree - 86% and doctoral degree - 96%.



University students are actively involved in the implementation of socially significant republican and international projects. Their share increased from 21% in 2012 to 35% in 2020. The volunteer movement is developing widely. More than 1500 ENU activists participated in social work.

To meet the need for the development of students' creative interests, 79 youth clubs and associations work.

The goals of this strategic direction have been achieved; the tasks have been generally implemented.

Of the 8 target indicators planned in this area, 7 have been achieved: the indicator "Place of ENU in the QS rating" has not been achieved: a planned rating is the 300th; the actual one is the 357th place.

STRATEGIC DIRECTION 2.

FORMATION OF THE UNIVERSITY AS A RESEARCH CENTER IN THE EURASIAN SPACE

The goal is scientific and technical support for the development of research structures of the university and the integration of education, science and industry.

Fundamental and applied scientific research is carried out in more than 100 projects. The volume of funding for science in comparison with 2012 increased by 1.5 billion tenge and in 2020 amounted to 1.8 billion tenge.

The number of scientific publications of scientists in high-ranking scientific journals is growing. Compared to 2012, the number of articles in journals with a high impact factor increased more than 6 times - from 75 to 492 units in 2020.

RESULTS OF THE ENU DEVELOPMENT STRATEGY until 2020



The average citation rate of one article of ENU scientists is 3.07. The citation rate of publications over the past 5 years in the bibliometric database Web of Science and Scopus 44.6.

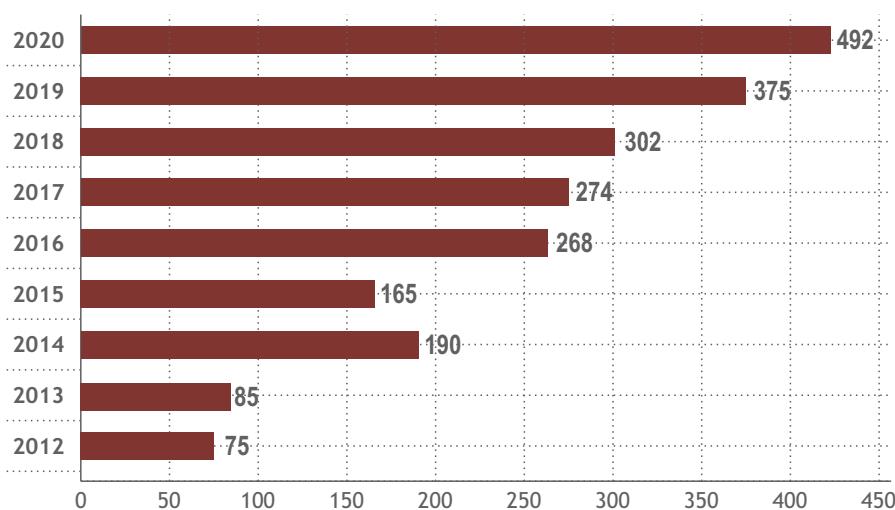


Figure 2. Number of scientific publications in impact factor journals (Scopus)

ENU publishes 17 scientific journals, 3 out of which are included in the world bibliometric databases.

There are dissertation councils for the defense of PhD theses.

To develop entrepreneurship among student youth, the Youth Business Incubator has been operating since 2017, where more than 100 projects have been accelerated. An important result of research activities is the receipt of titles of protection, the number of which has increased 3.5 times compared to 2012 and is 108 units for 2020.

The number of international cooperation agreements with foreign universities and research centers increased from 127 in 2012 to 376 in 2020.



The goals of the strategic direction have generally been achieved, but the tasks have not been fully resolved. Thus, the task "Expanding cooperation with leading foreign research structures" has not been solved; the task "Commercialization of scientific developments created in research structures" has been fully resolved.

Out of 10 target indicators, 5 have been fully achieved.

The following indicators were not achieved: "The share of expenses for the acquisition of scientific equipment from the volume of research and development funding", "The share of income from research and innovation activities from the total income", "The share of teaching staff participating in funded fundamental and applied projects", "The share of commercialized projects in the total number of applied research projects", "The share of funds invested by business in the total amount of R&D funding", "Increase in researchers from the total number of researchers".

STRATEGIC DIRECTION 3.

DEVELOPMENT OF HUMAN RESOURCES AND MANAGEMENT SYSTEM

The purpose of the direction is to improve the professional level and train scientific and pedagogical personnel.

Over the years of implementation of the Development Strategy, the quantitative and qualitative composition of the teaching staff has strengthened. The share of lecturers with a scientific degree has grown from 60% in 2012 to 63,2% in 2020.

The share of full-time teachers under the age of 39 in 2020 is 36%.



RESULTS OF THE ENU DEVELOPMENT STRATEGY until 2020

More than 300 foreign professors are annually attracted to deliver lectures, supervise the scientific work of doctoral students. About 50% of them represent the world's leading universities in the top 400.

In order to motivate and stimulate the activities of the teaching staff, the KPI project of the teaching staff has been implemented since 2018. Over three years, 2054 people were awarded in the amount of 754 million tenge.

The university has done significant work to create conditions for the transition to autonomy. So, as part of expanding managerial independence, strategic decisions were made by the Supervisory Board, 30% of the teaching staff are involved in making managerial decisions at the level of the university, faculties, departments, training and retraining of management personnel and advanced training in the field of management in education have been carried out.

The goals have generally been achieved; the tasks of introducing effective mechanisms for selecting professional personnel and creating conditions for the transition to autonomy have not been fully resolved. Out of the planned 4 target indicators, 3 were fully achieved: the indicator of the lecturers with a scientific degree was not achieved: the planned number is 73%, the actual number is 63,2%.

STRATEGIC DIRECTION 4. **DEVELOPMENT OF INFRASTRUCTURE AND MATERIAL AND TECHNICAL BASE**



Efforts in this direction were aimed at creating a modern educational and laboratory base and social infrastructure.



The material and technical base of the university has been significantly upgraded. The number of educational and laboratory facilities and social infrastructure increased from 16 in 2012 to 23 in 2020. A teaching and laboratory building, a sport and recreation complex (at the stage of completion), a start-up zone, 2 student houses, 2 residential buildings for the teaching staff and employees have been built.

The share of students provided with a dormitory increased from 35% in 2012 to 62% in 2020.

Over the years of implementation of the ENU Development Strategy until 2020, the computer park and telecommunications equipment have been built up, the Antiplagiat.vuz system has been introduced, the work to create and introduce electronic resources and open online courses into the educational process is underway.

The goal of this direction was not achieved in full; out of 3 target indicators 2 were fully achieved: there is a shortage of training space due to the growth of the contingent.

Analysis of the implementation of the mission shows that it is generally being implemented:

- ENU today is a large educational and scientific center in the republic and the Eurasian region, and is also recognized at the world level, ranking 357th in the QS world ranking;
- ENU really ensures the conduct of scientific research and the acquisition of advanced knowledge, which is confirmed by the implementation of about 100 scientific projects annually and the publication of results in reputable scientific journals - 492 units in 2020;
- ENU provides training at all levels of higher education - bachelor's, master's and doctoral studies - mainly through the placement of a state order, employment of graduates reaches 79% in bachelor's, 86% for master and 96% for doctorate;

RESULTS OF THE ENU DEVELOPMENT STRATEGY until 2020



ENU presents data on its activities to all interested parties and takes responsibility for the quality of training and the results of other activities.

To achieve the vision in the near future, the Program of Transition to a Research University, approved in 2018, is being implemented, which will confirm the achievement of the vision of the ENU Development Strategy until 2020.

The results of the implementation of the ENU Development Strategy until 2020 are presented in the form of a SWOT analysis, where strengths and weaknesses, opportunities and external threats are stated.

The analysis of environmental factors is presented in the form of a PEST analysis.





SWOT-ANALYSIS

■ STRENGTHS

- recognition of the university at the international level and leadership at the republican level
- extensive international relations with scientific organizations and universities
- developed scientific schools of the world and republican level in certain areas
- implementation of a wide range of educational programs with international accreditation
- availability of dissertation councils for awarding academic degrees
- involvement of students and teaching staff in international, republican, city events
- availability of a motivation and incentive system for teaching staff and AUP

■ WEAKNESSES

- dominance of government funding
- insufficient number of end-to-end educational programs in English
- insufficient performance of R&D, the effectiveness of mechanisms for the commercialization of research results
- decrease in the proportion of graduate teachers
- imperfection of administration and management mechanisms
- lack of infrastructure facilities, training areas and laboratories, scientific laboratories equipped with certified equipment

SWOT-ANALYSIS



OPPORTUNITIES

- using academic freedom, managerial and financial autonomy to advance at a global level
- implementation of the new Concept for the development of programs for training world-class personnel
- globalization of all areas of activity due to informatization and digitalization
- diversification of funding sources, including attracting international investment
- increasing income from science, innovation and commercialization
- cooperation with international, republican and metropolitan business structures and local executive bodies
- implementation of a new personnel policy, attraction of the best foreign and domestic personnel construction of new infrastructure facilities at the expense of foreign and local investors

THREATS

- dependence on global trends, changes in the educational services market
- increasing competition in the global and republican market of educational services
- the influence of force majeure factors and unforeseen circumstances
- lack of demand in the market for research results and graduates of educational programs
- decrease in the volume of government funding.



INTERNAL RISKS AND THEIR PREVENTION

R&D and commercialization risks:

- decrease in the volume of received state funding for scientific research due to the competition between universities and scientific organizations;
- lack of demand and competitiveness of scientific research results.

Measures to prevent the occurrence of risks:

Ensuring the quality of applications for government funding.

Search for non-governmental alternative sources of research funding.

New marketing policy to raise funds and market research results.

Academic risks:

- decrease in the employment of graduates and the quality of training;
- non-competitiveness of educational programs;
- decline in the quality of the contingent.

Measures to prevent the occurrence of risks:

Strengthening the requirements for the internal system of quality assurance in education and the implementation of quality standards.

International accreditation of programs, certification of programs and graduates.

Formation of the contingent, taking into account the monitoring of the needs of the labor market and focus on the selection of talents.

Internationalization risks:

- insufficient attractiveness of educational programs for foreign students;
- slowdown of integration processes and changes in internationalization mechanisms.

Measures to prevent the occurrence of risks:

Participation in the university ranking program.

Export of educational programs and opening branches abroad.

Development risks of infrastructure, material, information and technical resources:

- obsolescence of infrastructure facilities and lack of educational space and dormitories;
- insufficient resource provision of the research process.

Measures to prevent the occurrence of risks:

Attraction of foreign and domestic investment for the construction of new infrastructure facilities.

Planned development and strengthening of the material and technical base of scientific institutes and laboratories.

Management and personnel risks:

- lack of experience in corporate governance;
- inconsistency of the quality of the staff with the solution of strategic tasks (there are few world-class researchers, a decrease in the proportion of teachers with advanced degrees, an insufficient influx of young scientists, insufficient English competence of the teaching staff).



Measures to prevent the occurrence of risks:

Studying the experience of corporate governance of foreign and domestic universities.

Targeted training of PhD doctors, attracting young PhD doctors of Kazakhstan universities in priority scientific areas with scientific achievements, as well as attracting foreign scientists and teachers.

Financial risks:

- lack of funds to financially ensure the achievement of strategic goals and the solution of strategic objectives;
- ineffective financial management.

Measures to prevent the occurrence of risks:

Attracting additional sources of financing, increasing the quality and expanding the list of services provided.

Using the resources of other universities. Openness and transparency of financial management.



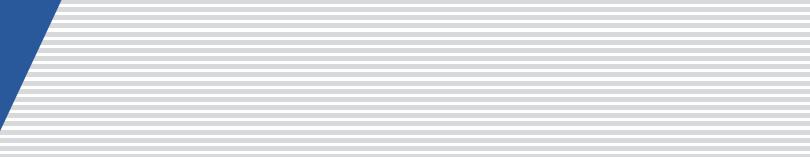
PEST-ANALYSIS

P (political)

- foreign and domestic policy of the state in the field of higher education and science is stable and is built taking into account globalization
- legislation in the field of education and science takes into account global trends, tools for assessing and recognizing the quality of education are harmonized with the EVPO (institutional accreditation, accreditation and certification of programs, world and national ratings)
- the state order for personnel training takes into account the needs of the internal labor market
- the state personnel policy in the field of education and science is aimed at increasing the status of a teacher
- expanding managerial and financial independence, changing the management system and the composition of collegial bodies

E (economical)

- focus of the economy and industries on industrial and innovative development
- growing funding of education and research from the state and change trends
- decrease in the ability to pay of certain groups of the population in a pandemic
- tendency for an increase in the average salary of teaching staff in universities
- unfavorable investment climate in the country and the capital
- decline in foreign investment
- new opportunities have emerged to diversify funding sources in the NJC
- positive experience of economic support for universities in other countries
- income / expenses are growing for the current period and the medium term



S (socio-cultural)

- socially oriented state policy and expanding access to higher education
- interethnic, intercultural and interfaith harmony as the basic values of society
- demand for higher education by the population, outflow of youth abroad
- increasing employers' requirements for the quality of personnel training
- demand for educational programs by applicants of the republic
- demand / lack of demand by the market for program graduates
- increasing the role of the university in society and establishing links with various social groups
- the impact of university events on a positive / negative image in society and the media.

T (technological)

- focus on innovative technologies in education and research;
- focus on the introduction of information technology in education and research
- development of your own requirements for the regulatory and methodological support of the educational process in conditions of academic freedom
- trends to involve partners and employers in the development and implementation of educational programs
- increasing requirements from the state and society to ensure the quality of education and science
- increasing requirements for ensuring the protection of intellectual property rights.



GLOBAL AND NATIONAL TRENDS IN HIGHER EDUCATION

Global trends:

- **Struggle for talented students and teachers** (selection of gifted students, undergraduates and doctoral students, including foreign ones. Attracting talented local and foreign professors and young scientists. Implementation of talent management as a tool for attracting and managing talent and implementing a new personnel policy).
- **Revision of the roles of educational participants** (active interaction of students and teachers, including in the electronic environment, contributes to an increase in the effectiveness of the educational process).
- **Personification, personal orientation of educational systems** (liberalization of the educational process, disclosure of creative potential, creation of individual trajectories in learning for self-realization, self-knowledge and self-determination; student-centered approach).
- **Intellectualization of society, synthesis of "science - knowledge - innovation"** (the use of a research and innovative approach in educational and scientific activities; reaching a new academic level to improve the intellectual level of society; application of the results of scientific research, more advanced technology and production technology).



- **Globalization, the formation of common educational space** (providing training and education opportunities in world universities within the framework of academic mobility and distance learning, integration with other universities).
- **Transition to society 4.0, informatization and digitalization, robotization and artificial intelligence** (the use of modern equipment and the latest technologies in the educational process. Increasing the role of IT technologies in the work of teachers and staff).
- **Life-long education** (providing the opportunity to realize the potential of people of all ages, regardless of personal characteristics, level of education, social status, financial situation, place, time and other circumstances).
- **Distance, mobile and online education, network learning** (providing learning opportunities through the use of educational platforms, information tools and technologies).
- **Updating the third mission of the university** (integration of the university with the city, interaction with city and regional authorities, establishing mutually beneficial cooperation with enterprises and organizations, business and society as a whole and social groups).

Country trends:

- **Preservation of national identity** (participation in the implementation of national programs and projects aimed at preserving the national culture, national code).
- **Social partnership and building a dialogue with society** (interaction with public, socio-political organizations, state institutions, social groups and citizens for further cooperation in the social and public sphere and the implementation of joint projects).
- **Expanding academic freedom, managerial and financial autonomy** (autonomy, attraction of national and foreign investments for development, disposal of resources for the implementation of strategic tasks, implementation of academic freedom to improve the results of training and development of the scientific potential of students and teachers, openness of financial management).
- **Striving for global competitiveness** (raising the academic level of the university through the use of innovative programs, scientific research, promoting talent management and innovative management, as well as attracting foreign scientists and teachers to improve the quality of education).



MISSION, VISION, VALUES

MISSION: generation of new knowledge and innovations in the Eurasian space, development of a competitive personality to serve the state and society.

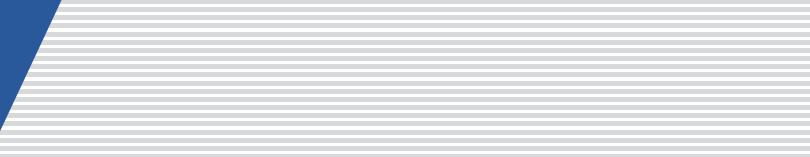
VISION: national research university, competitive in the world, based on an innovation ecosystem and digital technologies.

The mission and vision reflect the idea of creating Lev Nikolaevich Gumilyov Eurasian University as a unique university, building its activities on the implementation of the idea of Eurasianism.

The focus of the new Strategy is the development of a person (human capital), possessing the demanded skills of the 21st century, with an active civil position and high spiritual and moral qualities, contributing to the development of the country and the capital.

INSTITUTIONAL VALUES:

- **Quality** – we are committed to quality assurance in all areas of activity, quality assurance through internal and external standards and procedures;
- **Trust and openness** – we value trust and demonstrate openness at the institutional and personal levels, we are confident in the decency and benevolence of our partners, we are focused on building mutually beneficial relationships;
- **Professionalism and responsibility** – we strive to ensure that our employees, teachers and graduates have a high level of knowledge and professional competencies and are responsible to the state and society for the results of their activities;
- **Academic integrity** – we respect academic integrity, students, teachers and staff are sympathetic to the requirement not to take authorship of other people's work;
- **Tolerance and patriotism** – we respect other people's views and principles, strive to show an active civil position, are focused on serving the interests of the state and society.



STRATEGIC PRIORITIES

The development priorities of the university are built in accordance with the main directions of state program and strategic documents: Strategy "Kazakhstan-2050": a new political course of the established state, the Strategic development plan of the Republic of Kazakhstan until 2025, the State program for the development of education and science of the Republic of Kazakhstan for 2020- 2025 years.

Based on the analysis of the results of the ENU Development Strategy until 2020, mission and vision, development trends and society's expectations.

1. Contribution to the development of the country and the capital (three missions of the university):

- training of highly qualified personnel for the economy and business, reproduction of scientific personnel, development of human capital
- contribution of cluster science and innovations to the development of the economy
- preparation of citizens on the basis of national spiritual and universal values.

ENU will continue to create, multiply and transform the spiritual heritage of the Kazakh people and instill national spiritual and universal values to the young generation.



STRATEGIC PRIORITIES



2. Strengthening positions at the global level.

The university intends to enter the TOP-200 in the QS ranking by 2025.

3. Autonomy, expansion of managerial and financial independence.

Decentralization of management, transformation of faculties into Higher Schools, Institutes and Centers.

ENU will continue the process of expanding academic, managerial and financial independence. Based on the principles of autonomization and decentralization of management, the university plans to transform individual faculties into Higher Schools and Institutes.

4. Creation of an ecosystem of science and education.

A comfortable and safe campus. "Green University".

ENU will continue to create, multiply and transform the spiritual heritage of the Kazakh people, and instill national spiritual and universal values to the young generation.

5. Informatization and digitalization of core business and management.

ENU aims to form the digital ecosystem of the university by 2025.



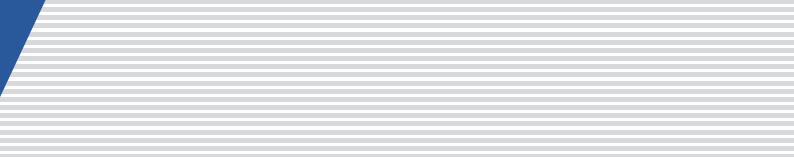
ENU and CAPITAL: INTEGRATION OF THE UNIVERSITY AND THE CITY

- **Development of the knowledge economy and participation in innovative projects, including attracting talent.**
- **Training of personnel in a wide range of sectors of the capital's economy, including those ordered by organizations and enterprises.**
- **Professional development and retraining of personnel for organizations and institutions of the capital.**
- **Improving the well-being, safety and ecology of the city:**
 - participation in the implementation of the "Smart-city" project;
 - design of construction projects, bridges, road junctions, squares, parks and recreation areas, etc.;
 - contribution to environmental protection and improvement of the ecology of the city, garbage collection and cleaning of reservoirs, waste disposal;
 - participation in the creation of geoinformation databases, development of geotechnology of underground structures;
 - planning of urban social facilities, design of intra-quarter and courtyard areas, their improvement;
 - opening of art sites, galleries, studios, entertainment and leisure areas in urban areas;
 - creation of a "territory without borders" and attracting city residents to use the infrastructure facilities of the university.



ENU and CAPITAL: INTEGRATION OF THE UNIVERSITY AND THE CITY

- **Participation in the formation of the city as a tourist center:** training of personnel (guides, managers of tourism business, managers of restaurant and hotel business, etc.), development of new tourist routes, examination of tourist facilities, participation in marketing campaigns.
- **Implementation of the third mission of the university:** expansion of interaction with local executive bodies and the population of the city, participation in solving local problems (socio-cultural aspects, education, healthy lifestyle, transport, physical culture and sports, etc.).
- The development of the university as a **Center for spiritual development** for the country and the capital is the creation, augmentation and transformation of national spiritual values and ideas of Eurasianism. Participation in the preservation of national identity. Promoting the development of language, history, culture and national traditions, as well as knowledge of the heritage of great ancestors (al-Farabi, Abay, etc.).
- **Volunteering** – support for certain categories of citizens: the elderly, homeless, people with disabilities, migrants, other forms of civic participation.



STRATEGIC DIRECTIONS

Strategic directions for the development of ENU for 2021-2025 were developed on the basis of its mission and vision, in accordance with the program documents of the Republic of Kazakhstan in the field of education and science, on the basis of the continuity of strategic documents of the ENU, taking into account the priorities and global trends in the development of higher education.

STRATEGIC DIRECTION 1.

Science and innovation, commercialization and technology transfer

“ENU – INNOVATION UNIVERSITY”

STRATEGIC DIRECTION 2.

Academic excellence

“ENU – ACADEMIC EXCELLENCE UNIVERSITY”

STRATEGIC DIRECTION 3.

Internationalization and increasing international competitiveness

“ENU – INTERNATIONAL UNIVERSITY”

STRATEGIC DIRECTION 4.

Building an innovative ecosystem for learners and educators

“ENU – DIGITAL UNIVERSITY”

STRATEGIC DIRECTION 5.

Improving the efficiency and transparency of the management and financing system

“ENU – TRANSPARENT UNIVERSITY”



STRATEGIC DIRECTION 1

**Science and innovation,
commercialization
and technology transfer
“ENU – INNOVATION UNIVERSITY”**





GOAL 1. Ensuring the competitiveness of research and innovation results at the international level.

TASK 1.1. Improve the quality and effectiveness of scientific research.

ENU will ensure the implementation of 6 priority scientific clusters, including those *with a global impact*:

1. **Physical sciences and nuclear technology** (direction: creation of new materials based on the use of the capabilities of the DC-60 heavy ion accelerator);
2. **Mathematics and Information Technology** (directions: smart technologies, cybersecurity, telemedicine);
3. **Biology, biomedicine and biotechnology** (directions: genetics, molecular biology, genetic engineering, nuclear and biomedicine, biotechnology of animals, plants and microorganisms, diagnostics of pathogenic diseases);
with regional impact:
4. **Engineering** (directions: alternative types of energy, new construction and road technologies and materials);
5. **Chemistry and Earth Sciences** (directions: complex processing of organic and mineral raw materials, new composite materials, pharmaceutical chemistry, chemistry of natural compounds, environmental monitoring, water and land resources management, environmental protection, geoinformation modeling);
6. **Social sciences and humanities** (directions: development of methodological foundations of Kazakhstani patriotism, modernization of public consciousness and foundations of the idea of Mangilik El).



STRATEGIC DIRECTION 1.

ENU will conclude mutually beneficial international agreements with foreign partner universities, primarily with scientific organizations for joint research in priority clusters, including on terms of co-financing.

ENU will attract funds from business and the real sector of the economy to carry out research. Key indicators of research efficiency will be determined and the methodology for determining the relevance of research results will be modified.

ENU will continue to stimulate the achievements of high scientific results, including the results of publication in high-ranking scientific journals.

TASK 1.2. Ensure the quality of scientific personnel.

ENU will change the architecture of the positions of researchers: the positions of "honored professor" and "professor-researcher" will be introduced, it will implement a new policy of attracting young scientists (up to 35 years old), and will reproduce scientific personnel through doctoral and postdoctoral studies.

ENU implements a new policy of recruiting foreign and domestic scientists for joint research in priority clusters, will provide advanced training for scientific personnel.

TASK 1.3. Modernize and digitize scientific infrastructure.

ENU will build new modern infrastructure facilities, including a multifunctional scientific and laboratory complex equipped with the latest equipment and a modern scientific library, will expand the possibilities for conducting scientific research through integration with Nazarbayev University, the National Center for Biotechnology and other scientific organizations.



ENU is modernizing the research ecosystem: funding for the purchase of certified scientific equipment will be increased; acquires virtual scientific laboratories; will continue work on the accreditation of scientific laboratories.

ENU will digitize databases in scientific areas and provide access to world and national scientific resources.

Expected results

Nº	Target indicator	Measurement unit	2021	2022	2023	2024	2025
Target 1. Ensuring the competitiveness of research and innovation results at the international level							
1	Share of income received from research activities, innovative developments and commercialized projects (from the total budget of the university)	%	15,6/0,5	16,4/0,7	17,7/0,9	18,9/1	20,5/1,2
2	Share of implemented international research projects of the total	%	7	10	15	20	30
3	Increase in publications in rating editions of the total (340 units)	%	37,7	47,1	52,9	61,8	70,6
4	Share of laboratory development costs in the total university budget	%	5,5	5,6	5,7	6	6

STRATEGIC DIRECTION 1.



Nº	Index	Measurement unit	2021	2022	2023	2024	2025
Task 1.1. Improve the quality and effectiveness of scientific research							
1	Average number of citations of a document in the last five years, including the reporting period (Web of Science и Scopus)	%	2,91	2,92	2,93	2,94	2,95
2	Share of R&D carried out with the participation of foreign scientists and experts in the framework of international cooperation	%	27	30	35	40	50
Task 1.2. Ensure the quality of scientific personnel							
3	Increase in the number of researchers from the total number of researchers in 2020 (529 people) (annually)	%	3,3	3,8	4,3	4,8	5,2
4	Increase in the number of young scientists under 35 years old inclusive of the total number of research specialists in 2020 (230 people) (annually)	%	3,6	5,1	6,6	8,1	9,6
Task 1.3. Modernize and digitize scientific infrastructure							
5	The share of updated certified scientific equipment for the implementation of R&D	%	56	70	84,3	98,8	100
6	Increase in funding for science from the total amount in 2020 (1700 million tenge) (annually)	%	25	50	31	24	18
7	Share of research conducted using a digital platform (virtual research teams, virtual research laboratories, digital services of scientific infrastructure, digitalized scientific databases)	%	7	9	11	13	15



GOAL 2. Increasing the contribution of science to the real sector of the economy.

TASK 2.1. Ensure cooperation with local executive bodies (LEB), enterprises and business structures.

ENU will introduce a system for evaluating the effectiveness of the implementation of completed scientific projects and will ensure the implementation of a new marketing scheme for cooperation with local executive bodies, enterprises and business structures for the commercialization of completed applied scientific projects.

ENU will continue to participate in competitions for grant funding for the commercialization of projects and projects financed by the LEB, and will also conclude agreements on the joint implementation of research and development projects with business structures and enterprises of the city and country.

TASK 2.2. Ensure the performance of commercialization structures.

ENU will conclude license agreements for the commercialization of the results of scientific and scientific and technical activities and filing applications under the PCT (Patent Cooperation Treaty) procedure.

ENU will provide copyright and income from commercialized projects, create a system of material incentives for authors / teams of commercialization projects in demand by the real sector of the economy.

ENU will conclude agreements on scientific and technical cooperation and establish international scientific and technical partnerships.



STRATEGIC DIRECTION 1.

TASK 2.3. Modernize the infrastructure of commercialization units.

ENU will expand the infrastructure base of commercialization divisions by joining the Park of Nuclear Technologies JSC and creating the Eurasian Laboratory Center as a single operator for the provision of laboratory and analytical services to third-party organizations.

ENU will create a technopark as a research and production complex for the commercialization of technologies and innovations, including creating a material base for mini-productions of innovative products in demand by the economy and society.

Expected results

Nº	Target indicator	Measurement unit	2021	2022	2023	2024	2025
Target 2. Increasing the contribution of science to the real sector of the economy							
1	Increasing the contribution of science to the real sector of the economy	mln. tenge	111	192	305	312	320
2	The amount of funds invested in the development of infrastructure for science and commercialization	mln. tenge	365	415	477,5	588	600

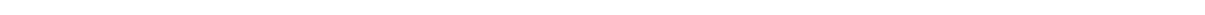


Nº	Index	Measurement unit	2021	2022	2023	2024	2025
Task 2.1. Ensure cooperation with local executive authorities and business structures							
1	Share of projects financed by the local authorities and business representatives	%	10	12	14	16	18
2	The share of commercialized projects in the total number of completed applied research projects (24 projects in 2019)	%	26	27	28	29	30
Task 2.2. Ensure the performance of commercialization structures							
3	Number of implementation acts / licensing agreements / sold patents (annually)	unit	7	9	11	13	15
4	Number of titles of protection received	unit	109	110	112	115	117
5	Number of implemented startups	unit	16	20	25	30	35
Task 2.3. Modernize the infrastructure of commercialization units							
6	Increase in investments in the development of infrastructure for science and commercialization (annually)	%	20	30	20	20	20
7	The number of mini-productions for the production of innovative products (total)	unit	4	5	7	10	15



STRATEGIC DIRECTION **2**

**Academic excellence
“ENU – ACADEMIC
EXCELLENCE UNIVERSITY”**





GOAL 1. International orientation of educational programs and quality assurance of training.

TASK 1.1. Provide quality training.

ENU will move to the selection of talented youth, will attract the best personnel and improve the professional level of the teaching staff, will train teachers in new technologies, including distance technologies and ensure the prestige of a diploma of its own type.

ENU will introduce innovative, including distance learning technologies, create open online courses and educational resources in digital format.

ENU guarantees the implementation of the educational process based on the principle of academic honesty.

TASK 1.2. Guarantee the quality of educational programs at the international and national level.

ENU will carry out a transition to a new Concept for the development of educational programs (opening new programs, including double degree programs, MBA and DBA programs, postdoctoral programs, programs in English, Major and Minor programs, sandwich programs, etc.).

ENU will continue to harmonize the content of educational programs with similar programs of the countries of the Bologna Process, as well as with the National Qualifications Framework, Sectoral Qualifications Framework, Professional Standards and employers' recommendations.



STRATEGIC DIRECTION 2.

ENU will develop a unique model for a graduate of bachelor's, master's and doctoral studies, prepare graduates for confirmation of qualifications, ensure their employment, promote professional career, increase the role of the Alumni Association.

ENU guarantees the quality of educational programs through compliance with internal standards and will ensure their recognition at the republican and international levels through certification and accreditation procedures in specialized agencies, the results of subject ratings QS WUR by Subjects, Times Higher Education WUR by Subjects, NPP Atameken.

TASK 1.3. Professionalization of management of educational programs.

ENU will introduce new approaches to the management of educational programs, including introducing the position of an educational programs coordinator in order to improve management based on the best practices of foreign universities.

ENU will improve the qualifications of administrators in the field of education management and will involve foreign managers in the management of the educational process and educational programs.

ENU will create an International Advisory Board to assess the quality of educational programs and become a Center for Academic Excellence.

TASK 1.4. Quality assurance of continuing and additional education.

ENU will ensure the availability of lifelong education for different categories of the adult population, offer accredited and certified professional development and retraining programs.

ENU will create modern methods of promoting educational products in the Kazakhstan and international markets.



ENU will create conditions for professional development of teaching staff, professional level of AMP.

ENU will diversify educational products, improve financial mechanisms for obtaining educational services related to training, professional retraining and advanced training.

Expected results

Nº	Target Indicator	Measurement unit	2021	2022	2023	2024	2025
Target 1. International orientation of educational programs and quality assurance of training							
1	The share of graduates employed in the first year after graduation from a higher educational institution on a state educational order	%	80	81	82	83	84
2	Share of educational programs that have passed international accreditation and certification	%	94	95	96	97	98

Nº	Index	Measurement unit	2021	2022	2023	2024	2025
Task 1.1. Provide quality training							
1	The share of teaching staff who have passed international certification and graduates who have received qualifications assessed in professional associations, out of their total number	%	5/6	7/8	9/10	13/15	18/20
2	The degree of satisfaction of employers with the quality of personnel training (based on the results of sociological research used by the Ministry of Education and Science of the Republic of Kazakhstan)	%	87	88	88	89	90
3	The ratio of the number of students in 3 master's programs (including MBA), PhD doctoral studies (including DBA) and postdoctoral studies to the number of students in bachelor's programs	%	20:80	21:79	22:78	23:77	30:70

Continuation of the table on the next page

STRATEGIC DIRECTION 2.



Table continuation

Nº	Index	Measurement unit	2021	2022	2023	2024	2025
Task 1.2. Guarantee the quality of educational programs at the international and national level							
4	Number of educational programs developed and implemented together with the world's leading universities (from the Top 200 QS rating) and implemented within the framework of harmonization of programs (annually)	unit	2	3	5	7	9
5	Number of educational double degree programs, developed and implemented with foreign universities partners, incl. with universities from Top 400 QS	unit	35/16	37/16	39/17	41/18	43/19
6	The number of MBA, DBA and postdoctoral programs, developed jointly with foreign partners and implemented as part of the harmonization of programs (total)	unit	4	6	8	10	12
7	The share of innovative educational programs developed and implemented by order of industry associations and enterprises	%	10	12	14	15	16
Task 1.3. Professionalization of management of educational programs							
8	The share of heads of EP and structural divisions who underwent advanced training and retraining in the field of education management (annually)	%	10	10	10	10	10
Task 1.4. Quality assurance of continuing and additional education							
9	Number of accredited and certified professional development and retraining programs	unit	2	4	6	9	10
10	Income from professional development and retraining activities	mln. tenge	70	100	150	200	250



GOAL 2. Formation of an intellectual personality with an active civic position.

TASK 2.1. Creation of conditions for civil formation, spiritual and physical development, self-improvement and disclosure of creative abilities of students.

ENU intends to organize work in three areas:

The first direction - "**Nurly agyl**" provides for the development of patriotism, strengthening of national, Eurasian values, the formation of passionarity and legal culture among students, as well as the development of student self-government. It will be achieved through the implementation of the Rukhani Zhagyru program, the Menin Elim historical and local lore project, the Eurasia epos educational project, the Topzhargan, Ata kusip and Aina projects, the development of the Passionar Zhasstar student movement and the ENU Alumni Association "Tulek".

The second direction - "**Ystyk Kairat**" is aimed at the development of physical culture and a healthy lifestyle among students, the promotion of national sports and games, the development of creative abilities and introduction to civilized art. It will be achieved through the opening of the Duman national games and ENUmens crossfit sites, the implementation of the ENU marathon project, the opening of the Eurasia today news program and the filming of the ENU Talk like podcast, the creation of the Kultegin ethno-folklore ensemble, the opening of an artists center "ENU art" and photo studios of the media center "ENU life".

The third direction - "**Zhyly zhurek**" provides for the provision of social assistance to students, adaptation to different conditions, support in difficult life situations and the development of the volunteer movement. It will be realized through the opening of the social and psychological center "Shapagat", the implementation of social projects "Patron", "Sen zhagyz emessin" and "Men zhane kogam", projects "Zhasstar zhane ruhaniyat", "Arai" and "ENU volunteers" and Zhasyl kala - zhasyl university».

STRATEGIC DIRECTION 2.

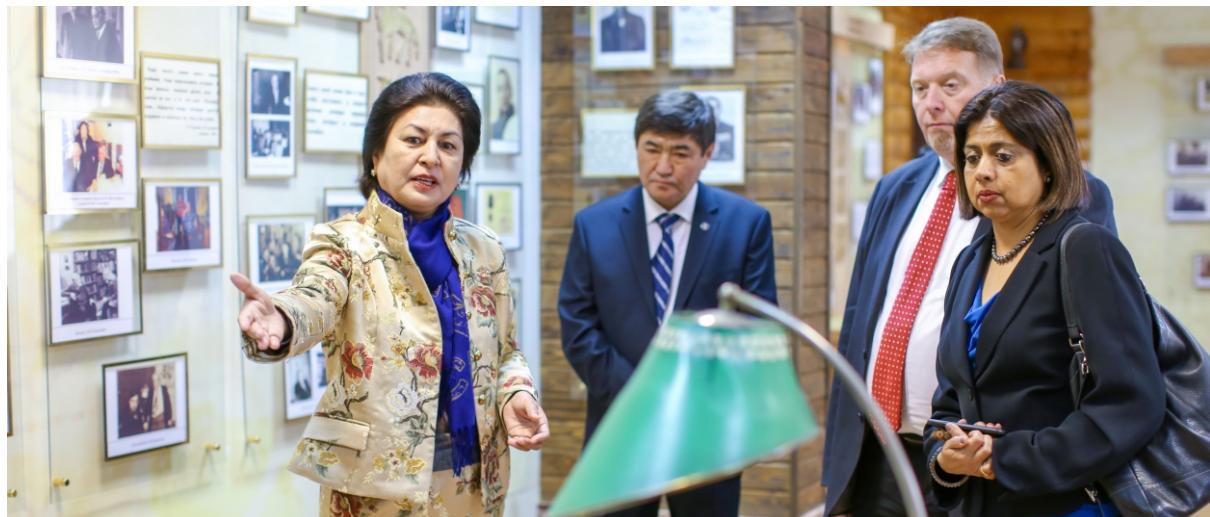


Expected results

Nº	Target indicator	Measurement unit	2021	2022	2023	2024	2025
Target 2. Formation of a healthy, intelligent personality with an active civic position, high spiritual and moral values, aimed at contributing to the development of the country and the capital							
1	The share of students who take part in events and are involved in the activities of youth public organizations and associations, including those under the Rukhani Zhagyru program, aimed at forming an active civic position	%	62	63	64	66	70

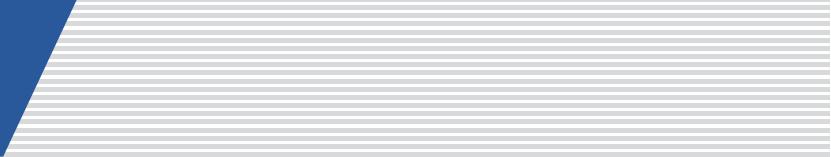
Nº	Index	Measurement unit	2021	2022	2023	2024	2025
Task 2.1. Creation of conditions for civil formation, spiritual and physical development, self-improvement and disclosure of creative abilities of students							
1	Number of student clubs and associations of interest	unit	80	81	82	83	85
2	The share of students engaged in volunteer activities of the total number of students in bachelor's degree	%	3	5	7	8	10
3	Proportion of students engaged in physical education and sports	%	21	22	23	25	30





STRATEGIC DIRECTION 3

**Internationalization and
increasing international
competitiveness
“ENU – INTERNATIONAL UNIVERSITY”**



GOAL 1. Internationalization of scientific and educational activities.

TASK 1.1. Increase international competitiveness.

ENU will expand the geography of partnership and gain membership in new international associations and organizations.

ENU will implement the MoveOn program and develop international partnerships by increasing the number of partner universities included in the top 300 and top 200.

ENU will ensure the development of a network of centers and representative offices abroad, including those implementing the ENU Global Campus program, will open two branches.

ENU will change its marketing and image policy, increase its information presence in social networks, promote a profile on QS and Time Higher Education websites, ensure the distribution of brand products and the University Brandbook.

ENU will open a hub of universities in Central Asia and Europe, provide WELCOME to ENU Club activities in order to increase awareness.

TASK 1.2. Ensure the development of academic and managerial resources through international cooperation.

ENU will expand the WELCOME to ENU program with a focus on students, receiving guests, delegations, parents.

ENU will provide the client with the orientation of the Welcome center as an advisory, administrative and adaptation center for receiving foreign students.

ENU will provide language competencies and introduce English as the language of corporate interaction.

STRATEGIC DIRECTION 3.



ENU will conduct targeted work on intercultural awareness of administration staff.

TASK 1.3. Create conditions for attracting foreign students and training competitive personnel in the international labor market.

ENU will provide collaborations with international recruiting companies, including the Apply.com online platform, and will open scholarship programs for talented foreign applicants and students.

ENU will open a program for financing academic mobility, improve the quality of consulting services for academic mobility programs, including informatization and digitalization of services (online consultant, automation of document management), create a database of participants in academic mobility with feedback.

ENU will provide the activities of cultural and language centers and create an English-speaking environment.

Expected results

Nº	Target indicator	Measurement unit	2021	2022	2023	2024	2025
Target 1. Internationalization of scientific and educational activities							
1	University position in international rankings: 1) QS WUR:	place	300	300	260	230	200
2	Creation of international scientific and educational subdivisions (scientific institutes, scientific and educational centers, international laboratories, consortia and others) together with leading foreign scientific and educational organizations and business companies (in total)	unit	2	3	4	5	6
3	Support for the activities of branches abroad (in total)	unit	1	1	1	2	2



Nº	Index	Measurement unit	2021	2022	2023	2024	2025
Task 1.1. Increase international competitiveness							
1	Number of educational programs marked in international subject rankings (QS WUR by Subjects Top-600; Times Higher Education WUR by Subjects Top 800)	unit	5	6	7	8	9
2	Campuses of leading foreign universities on the basis of the university as a part of the creation of a regional educational hub (in total)	unit	1	1	1	2	2
Task 1.2. Ensure the development of academic and managerial resources through international cooperation							
3	The share of foreign scientists and teachers involved in conducting joint research and lecturing out of the total number of teaching staff	%	14	15	17	19	20
4	Number of students, undergraduates, doctoral students studying within the framework of academic mobility: (at least one academic period)	person	550	600	650	700	750
5	Number of teachers teaching in English	person	460	470	480	490	500
Task 1.3. Create conditions for attracting foreign students and training competitive personnel in the international labor market							
6	The share of foreign students at the university in the total number of students (number of students on 01.09.20 -19433 people)	%	6	7	8	9	10
7	Percentage of students studying in English	%	11	12	13	14	15



STRATEGIC DIRECTION 4

**Building an innovative
ecosystem for learners
and educators
"ENU – DIGITAL UNIVERSITY"**





GOAL 1. Modernization of the infrastructure ecosystem of the university.

TASK 1.1. Create a safe and comfortable environment for students.

ENU will provide training in two shifts in compliance with sanitary and epidemiological standards, set up classrooms with multimedia equipment with the priority of creating conditions for undergraduates and doctoral students.

ENU, at the expense of investors, will build "SMART-Student Houses" and provide places for comfortable living for students in need, undergraduates and doctoral students.

ENU will provide safe ecosystem through outdoor and indoor video surveillance, video-analytical access to educational buildings and dormitories, construction of closed passages between buildings.

ENU will create comfortable conditions for personal development and leisure activities, sports activities, will increase the quality of public spaces (open- spaces, co-working areas, creative spaces, individual spaces, relax spaces, etc.), create conditions for inclusive education, will remove all barriers to meeting basic educational needs.

TASK 1.2. Create favorable conditions for teachers.

ENU will ensure a regular increase in the salaries of teachers, administrative and managerial and educational support personnel, create conditions for professional and career growth, in the prescribed manner guarantees professional development on the international and national levels.

ENU will introduce the scientific organization of labor, guarantee the observance of the working hours and rest time, create conditions for personal development and sports.

STRATEGIC DIRECTION 4.



Expected results

Nº	Target indicator	Measurement unit	2021	2022	2023	2024	2025
Target 1. Modernization of the infrastructure ecosystem of the university							
1	The share of attracted investments for the development of the infrastructure of the university from the total income of the university	%	35	41	42	18	18

Nº	Index	Measurement unit	2021	2022	2023	2024	2025
Task 1.1. Create safe and comfortable environment for students							
1	Providing comfort in the infrastructure of the university campus: - classrooms	types of jobs	equipping classrooms with modern multimedia equipment, creating training and simulation rooms				
	- dorms and classrooms	types of jobs	"SMART-Student Houses", equipment of places (corners) with computer equipment for students				
	- places for collective use in educational buildings and hostels	types of jobs	creation and development of open-spaces, co-working areas, creative spaces, individual spaces, relax spaces				
	- space between buildings	types of jobs	-	-	creating closed transitions between buildings		
2	The share of students, undergraduates, doctoral students provided with places in a hostel of the total number of people in need of housing	%	62	95	96	97	98

Continuation of the table on the next page



Table continuation

Task 1.2. Create favorable conditions for teachers						
		types of jobs	creation of a rest room, food places	creation of places for sports and healthy lifestyle		
3	Providing a comfortable environment for fruitful work of teachers on campus					
4	The average salary ratio of the teaching staff of the university to the average monthly salary in the Republic of Kazakhstan (according to official data from stat.gov.kz).	unit	1,5	1,5	1,5	1,5

GOAL 2. Build a digital ecosystem.

TASK 2.1. Create a digital governance environment SmartManagement.ENU.

ENU will unite corporate information systems and create a unified information system for the main business processes.

ENU will provide automated exchange of relevant data for making management decisions, continue to use the electronic document management system.

ENU will provide collection of standardized data, their reliability and analysis using Big Data and Artificial Intelligence.

TASK 2.2. Create an ecosystem of services Smart.ENU.

ENU will continue to develop and update digital infrastructure, acquire virtual laboratories, equip classrooms, dormitories, places of collective use and the adjacent territory, create a unified system of information services, provide informatization, automation and digitalization of the main and auxiliary business processes aimed at implementing strategic directions and improving all types of communication.

ENU will reengineer information systems and develop new components, integrate services into a single ecosystem, and integrate the information system with government and other external databases.

ENU implements the Concept of the digital ecosystem of the university.



STRATEGIC DIRECTION 4.

TASK 2.3. Create an intelligent learning system Smart.Learning.ENU.

ENU will create conditions for an individual educational trajectory of students of all levels using LMS, smart MOOCs, digital library and intellectual assessment of learning outcomes.

ENU will develop and bring to the market certified MOOCs, provide digital content, electronic services for methodological review and consulting.

TASK 2.4. Create an intelligent service system Smart.Science.ENU.

ENU will create a system for monitoring, accumulation and analysis of scientometric information using Big Data, form a unified repository of scientific results of scientists, introduce electronic services for scientific leadership, consulting, reviewing and expertise.

TASK 2.5. Provide information security.

ENU will provide information security, guarantee the safety of confidential data and access to infrastructure resources through technical and hardware-software solutions.

ENU will create safe and comfortable conditions for students and teachers through biometric access services and video analysis of behavior.

Expected results

Nº	Target indicator	Measurement unit	2021	2022	2023	2024	2025
Target 2. Create a digital ecosystem							
1	Share of automation of intelligent systems	%	60	70	80	85	90



Nº	Index	Measurement unit	2021	2022	2023	2024	2025
Task 2.1. Create a digital governance environment Smart.Management.ENU							
1	Providing conditions for business process management 1) SMART.Management. Academic - smart management of academic activities. 2) SMART. Management.Science - smart management of scientific activities. 3) SMART.Management.SocDevelop - smart management of social and civic development. 4) SMART.Management.Finance - smart financial management. 5) SMART.Management.HR - smart management of human resources.	types of jobs	60	70	80	85	90
Task 2.2. Create an ecosystem of services Smart.ENU							
2	Development of a corporate information system and network infrastructure	types of jobs	Switch to Directum, security and proctoring	Digital infrastructure	video analytic intelligent functionality (face recognition)	Integration of corporate and government information systems	User digital profile (digital footprint)

Continuation of the table on the next page

STRATEGIC DIRECTION 4.



Table continuation

Nº	Index	Measurement unit	2021	2022	2023	2024	2025
Task 2.3. Create an intelligent learning system Smart.Learning.ENU							
3	The number of electronic resources (including MOOCs) introduced into the educational process (subject to the conclusion of the expert commission) as a part of the introduction of alternative forms of education (annually)	unit	25	30	35	40	45
Task 2.4. Create an intelligent service system Smart.Science.ENU							
4	Number of intelligent services Smart.Science.ENU	unit	2	4	5	6	7
Task 2.5. Provide information security							
5	Ensuring the security and safety of information systems and databases	%	60	70	80	85	90





STRATEGIC DIRECTION 5

**Improving the efficiency and
transparency of the management and
financing system
“ENU – TRANSPARENT UNIVERSITY”**



GOAL 1. Ensuring development and competitiveness.

TASK 1.1. Redesign of the organizational and administrative structure, implementation of innovation management.

ENU will continue to manage strategic goals through the implementation of structural divisions and administration staff, deans, heads of departments and teaching staff into the activities.

ENU will conduct benchmarking of universities from the top 100 world rankings in order to improve business processes, organizational structure, quality of education, research and marketing.

ENU will carry out redesign of the organizational structure and reengineering of business processes, switch to a functional matrix management structure and introduce innovation management.

ENU will ensure the sufficiency of qualified teaching staff and administrative personnel, teachers and students will be involved in the decision-making process affecting their areas of activity.

ENU will provide a transparent HR policy with an emphasis on talent management, including the attraction of teachers from abroad. Top management positions will be elective.

ENU will provide advanced training for teaching staff and provide opportunities for professional development of administrative personnel based on group and individual trajectories, will support international certification of teaching staff.

ENU will improve the system of motivation and incentives, taking into account international experience, will introduce a grading system of remuneration and KPI.

ENU will develop a corporate culture with zero tolerance for corruption, create effective tools for interaction at the vertical and horizontal levels of management.

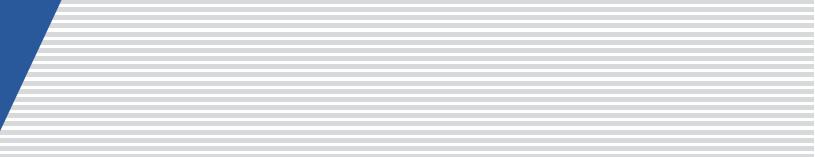
STRATEGIC DIRECTION 5.



Expected results

Nº	Target indicator	Measurement unit	2021	2022	2023	2024	2025
Target 1. Ensuring development and competitiveness							
1	Modernization of the management system, organizational structure and personnel policy	types of jobs	introduction of a new personnel policy and matrix management structure	reengineering of business processes			

Nº	Index	Measurement unit	2021	2022	2023	2024	2025
Task 1.1. Redesign of the organizational and administrative structure and implementation of innovation management							
1	Transformation of faculties into Higher Schools (Institutes, Centers) (total)	Higher Schools / Institutes, Centers	1/1	2/2	3/2	3/3	4/3
2	Share of teachers with a degree in the total number of teaching staff	%	73,5	73,5	73,5	73,5	73,5
3	The share of teaching staff who have undergone advanced training, retraining and internship, including international (at least 72 hours, at the expense of budget funds)	%	20/5	20/5	20/5	20/5	20/5



GOAL 2. Transparency of financial management and diversification of income sources.

TASK 2.1. Provide funding for university development.

ENU will provide the implementation of the strategy with financial resources; guarantee the financial stability of the university and staff through budgetary funding, diversification of off-budget sources of income, implementation of investment projects.

ENU will provide a decent salary for teachers, administrative, managerial and educational support personnel, will allocate funds for advanced training at the international and national levels.

ENU will provide funding for the development of campus, the purchase of laboratory equipment, the renewal of digital infrastructure, the development of the library and the improvement of the ecological state.

ENU will use innovative financial management tools: project and operational fundraising, outsourcing, endowment fund, innovations in stimulating and motivating employees (KPI and grading), educational loans. ENU will introduce a balanced pricing policy for the provision of paid services, including for attracting and supporting talented students from families with low income.

ENU will allocate funds to support employees and students from socially vulnerable groups.

TASK 2.2. Ensure transparency of financial management.

ENU guarantees transparency in the distribution of budgetary and extra-budgetary funds, will switch to cloud-based accounting, ensure the rational use of budget expenditures through administration with a focus on results.

ENU will create an internal audit service, provide external financial audit in accordance with international standards with the placement of the results of audit reports on the website.

STRATEGIC DIRECTION 5.



Expected results

Nº	Target indicator	Measurement unit	2021	2022	2023	2024	2025
Target 2. Transparency of financial management and diversification of income sources							
1	Diversification of income (share of funds by source of income)	%	paid educational services research technology commercialization consulting project activities naming sponsorship / venture fund Endowment	10,10 20,51 1,21 0,61 0,08 0,06 0,04 0,12			

Nº	Index	Measurement unit	2021	2022	2023	2024	2025
Task 2.1. Provision of funding for university development							
1	Funding for science	million tenge	2 893	3225	3575	3975	4550
2	Amount of funds invested in accreditation and certification of educational programs	million tenge	45,5	50	65	75	80
3	The amount of funds allocated for informatization and digitalization of the university	million tenge	638	701,8	771,9	849,2	900
4	The amount of funds raised for the construction of hostels	million tenge	6500	5100	1325	-	-
5	The amount of funds allocated for the development of the library	million tenge	370	375	380	385	385



Diversification of income (in %)

Nº	Name	2021	2022	2023	2024	2025
1	Education	82,28	81	79	78	76,71
	- budget	68,65	67,23	65,37	64,31	62,43
	- extrabudgetary	10,71	10,45	10,40	10,03	10,10
	- local executive bodies	0,76	0,48	0,45	0,42	0,40
	In training service	0,51	0,95	1,36	1,67	2,02
	Other income from operating activities (prerequisites, additional semester, summer semester)	1,02	1,00	0,99	0,96	0,97
	Orphans' food supply	0,46	0,46	0,47	0,46	0,48
	Academic mobility	0,18	0,36	0,34	0,31	0,30
2	Scientific-research work	15,60	16,47	17,77	18,95	20,51
	- state assignment	2,82	2,61	2,49	2,72	2,63
	- grant	8,16	8,08	7,80	7,52	8,08
	- program-targeted financing	2,55	2,97	4,30	5,33	6,06
	- extrabudgetary	1,22	1,19	1,36	1,46	1,62
3	Commercialization	0,51	0,71	0,90	1,04	1,21
	consulting	0,08	0,71	0,68	0,63	0,61
	project activities	0,15	0,05	0,07	0,06	0,08
	naming	0,03	0,04	0,05	0,05	0,06
	sponsorship	0,03	0,05	0,05	0,04	0,04
	endowment	0,05	0,07	0,09	0,10	0,12
4	Rental income	0,31	0,38	0,45	0,42	0,40
	International grants	0,18	0,43	0,41	0,38	0,36
	Other income	1,28	1,43	1,58	1,67	1,62
	Income in the form of remuneration	0,36	0,38	0,41	0,42	0,40
	TOTAL	100,00	100,00	100,00	100,00	100,00



STRATEGIC DIRECTION 5.

