

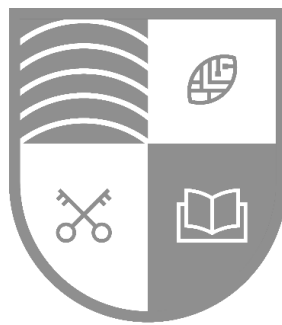


**EURASIAN  
TECHNOLOGICAL  
UNIVERSITY**

**STRATEGY  
2025 - 2030**

**Approved by**  
The President of  
«Eurasian Technological University» Ltd

---



**EURASIAN  
TECHNOLOGICAL  
UNIVERSITY**

## CONTENT

<b>ETU MISSION STATEMENT</b> .....	4
<b>ETU VISION</b> .....	<b>Error! Bookmark not defined.</b>
<b>ETU VALUES</b> .....	<b>Error! Bookmark not defined.</b>
<b>ETU STRATEGIC PRIORITIES</b> .....	6
<b>EDUCATIONAL MARKET ANALYSIS</b> .....	8
<b>STRATEGIC PRIORITIES</b> .....	12
<b>1. Scientific research activity as a strategic resource of the university</b> .....	12
1.1 Scientific research and innovation for sustainable development.....	13
1.2 Innovation activities and commercialization of research results.....	14
1.3 Building a research ecosystem and scientific infrastructure .....	15
<b>2. Quality higher and postgraduate education</b> .....	17
2.1. Strengthening of existing and developing new educational programs ....	18
2.2. Launch and development of new schools .....	19
2.3 Quality assurance system.....	25
2.4 Graduate employability.....	26
<b>3. Internationalization of science and higher education at ETU</b> .....	28
3.1 Building strategic international partnerships and academic mobility development.....	29
3.2 International educational programs and integration into the global research community .....	30
<b>4. ESG approaches in ETU strategy</b> .....	32
4.1 Strategic and operational infrastructure management .....	32
4.2 Human capital development .....	33
4.3 Effective governance model .....	35
<b>5. FINANCIAL SUSTAINABILITY</b> .....	38
5.1 Revenue diversification .....	38
5.2 Ensuring cost efficiency .....	39
<b>6. Branding and marketing promotion in local and global markets</b> .....	40
6.1 Enhancing ETU brand recognition in the local market .....	40
6.2 Enhancing ETU brand recognition in the global market.....	41
<b>7. Appendixes</b> .....	42

## **ETU MISSION STATEMENT**

We advance learning and research to cultivate competent, ethical, socially responsible, and proactive graduates with an entrepreneurial mindset at ETU. We develop and implement evidence-based solutions to drive technological progress and sustainable development in Central Asia.

## **ETU VISION**

ETU is a leading eco-techno-entrepreneurial university generating knowledge, innovations, and technologies in business, engineering, and sustainable development across Central Asia.

## ETU VALUES

### 1. Academic freedom (Governance & Social)

ETU recognizes the freedom of academic thought, choice, and self-realization as a fundamental value of a modern university. The university fosters an environment that supports open inquiry, discussion, and the exchange of ideas within educational and research community. ETU empowers students and faculty to independently shape their educational trajectories, select academic disciplines, choose forms of study, and define research directions—thereby cultivating critical thinking, personal responsibility for decisions, and the development of individual professional and career strategies.

### 2. Social responsibility (Social & Governance)

ETU recognizes its key role in the socio-economic and cultural development of society and embraces its responsibility for training professionals demanded by the economy and community.

The university upholds high standards of educational quality, ensures the relevance of academic programs, and fosters the professional development of its faculty and teaching staff. In its operations ETU systematically integrates the principles of sustainable development, social justice, and ethical governance into the educational process, scientific research, and internal management practices.

### 3. Sustainable development (Environmental, Social, Governance)

ETU views sustainable development as a strategic priority and an integral part of its mission. The university integrates the principles of sustainable development, the climate agenda, and ESG into its academic programs; provides training and professional development for faculty in the field of sustainability; funds and supports research projects aimed at addressing environmental, climate, and social challenges; develops partnerships with governmental, private, and international organizations; implements a "green campus" concept—including efficient resource use, waste recycling, and biodiversity conservation; and encourages student participation in sustainable development projects, volunteer initiatives, and socially impactful activities.

### 4. Innovation (Governance & Environmental)

ETU views innovation as a key driver for enhancing competitiveness, educational quality, and scientific research.

The university adopts digital and educational technologies, develops distance and blended learning models, and establishes interdisciplinary research centers and innovation hubs to address complex technological and socio-economic challenges. Special emphasis is placed on fostering entrepreneurial and innovative mindsets, commercializing research outputs, and developing sustainable business solutions oriented toward long-term social and environmental impact.

### **5. Valuing Individuality (Social & Governance)**

ETU recognizes the uniqueness of each learner and strives to create conditions for unlocking individual potential. The university designs personalized educational pathways by assessing students' interests, abilities, and professional goals. Learners receive academic and career guidance in selecting courses, supplementary programs, and development directions. ETU encourages reflection, self-assessment, and conscious planning of professional growth fostering a sense of personal responsibility for one's own development.

### **6. Diversity and inclusivity (Social & Governance)**

ETU upholds the principles of diversity, equity, and inclusion as the foundation of a modern educational environment. The university fosters an inclusive and safe learning atmosphere where all students and staff—regardless of social, cultural, physical, or other differences—have equal opportunities for education, professional growth, and participation in university life. Diversity is regarded as a key factor in enhancing educational quality, developing critical thinking, strengthening communication skills, and building the capacity to thrive in multicultural and global settings.

### **7. Well-being and quality of life (Social & Environmental)**

ETU places priority on the physical, psychological, and social well-being of its students and staff. The university cultivates a culture of healthy living, develops infrastructure for sports, recreation, and psychological support, and promotes emotional resilience and social engagement. Special attention is given to creating an environmentally friendly campus environment, fostering ecological responsibility, and shaping sustainable models of human interaction with the natural world.

## ETU STRATEGIC PRIORITIES

The development strategy of the Eurasian Technological University for 2025–2030 defines the key priorities, objectives, and mechanisms for ETU's institutional advancement as a sustainable, innovative, and competitive university integrated into both national and international educational landscapes. The Strategy is aligned with the priorities of the Republic of Kazakhstan's state policy in science and higher education and is built on the principles of sustainable development and ESG approaches. It positions the university as an institution capable of exerting systemic influence on the development of the economy, society, and regions.

ETU is establishing its long-term institutional positioning across Kazakhstan's regions as an innovative eco-techno-entrepreneurial university and a center for regional development that integrates educational, research, and entrepreneurial functions. The university will build a partnership-based model of engagement with stakeholders—including regional and municipal administrations (akimats), educational institutions, the business community, and development institutions—to ensure practice-oriented personnel training, support for youth initiatives, and contribution to the socio-economic advancement of local territories. The implementation of these strategic priorities will drive sustainable growth in student enrollment and ensure the institutional stability of the university.

1. ETU will regard research activity as a strategic resource for growth, a source of financial sustainability, and reputational capital. The university will strengthen applied research and development focused on vital technological and societal challenges including “green” technologies, energy efficiency, renewable energy efficiency, renewable energy sources, digital solutions, and techno-entrepreneurship. ETU will develop an innovation ecosystem that bridges education, science, and entrepreneurship while supporting youth techno-entrepreneurship, technology transfer, and sustainable development projects as the foundation for enhancing the university's regional role.

2. Quality higher and postgraduate education will be delivered through the transformation of academic programs, teaching methodologies, and academic policies. ETU will develop a practice-oriented learning model with an emphasis on project-based and applied training ensuring that programs align with labor market demands, the digital economy, and the sustainable development agenda. The university will systematically establish and grow academic schools as centers of competence reflecting the priorities of technological modernization and sustainable development—including schools focused on sustainable development, water resource management, IT and artificial intelligence, and other specialized fields.

3. Internationalization of science and higher education will serve as a systemic element of the strategy and a tool for enhancing the quality and competitiveness of ETU. The university will strengthen international partnerships, develop English-language components within academic programs, expand academic mobility, and increase its presence in priority education markets across the region—thereby fostering an open multicultural environment and reinforcing the university's international standing.

4. The ESG approach will be integrated across all development areas of ETU including infrastructure and resources, human capital and academic community development, digital transformation, and institutional efficiency. The university will cultivate a sustainable human resources management model and a student-centered environment grounded in equal opportunities, inclusivity, support for early-career faculty, and academic succession. ETU will also ensure a safe and supportive learning environment to enhance student well-being and academic success. Concurrently the university will implement a Smart University digital model to improve management efficiency, transparency, and accountability—automating key processes and ensuring the rational use of resources.

5. Financial sustainability will be regarded as a fundamental prerequisite for strategy implementation. ETU will develop a diversified revenue model and a system of responsible financial management based on long-term planning and transparency thereby ensuring the capacity for sustained investments in education, research, infrastructure, and social initiatives.

6. ETU's marketing strategy will support the implementation of strategic priorities by developing a strong brand, increasing university visibility, attracting talented students and staff, expanding partnerships, and strengthening ETU's reputation at both national and international levels.

## EDUCATIONAL MARKET ANALYSIS

The Eurasian Technological University will position itself as a global techno-entrepreneurial university focused on training leaders for the digital economy and developing practical solutions for business, society, and government. To establish this positioning the university will base its strategy on an analysis of global and local trends in higher education development and will drive institutional transformation through technology adoption, practice-oriented education, international integration, and the cultivation of an entrepreneurial ecosystem.

### Global trends

Global trends shaping ETU's development will include the growing role of artificial intelligence in education, administration, and research. The university will advance the use of AI as a tool for enhancing quality and efficiency by implementing adaptive learning solutions, personalized educational pathways, and academic performance analytics to provide timely support to students. AI-powered chatbots and virtual assistants will be developed to support student and faculty services, alongside intelligent platforms for collaborative project work that integrate learning, research, and industry-driven challenges.

The second global trend will be the accelerated digitalization of universities and the widespread adoption of digital platforms, tools, and technologies. ETU will develop a digital learning environment through modern Learning Management Systems (LMS), hybrid learning formats, and access to electronic resources—including a digital library, online courses, and digital learning materials. University management will be enhanced through process automation and the implementation of information systems that ensure transparent accounting, analytics, and data-driven decision-making. Digital laboratories, virtual simulators, and modeling tools, alongside approaches to open science and the dissemination of research results in open-access formats will be developed in educational and research activities. The digital strategy will be designed as a flexible and adaptive system that fosters a culture of innovation, continuous learning, and engagement among all participants in the educational process.

The third global trend will be the intensification of internationalization as a systemic element of university development integrating an international dimension across all areas of activity. ETU will expand international educational programs—including joint and dual degree programs—broaden English-language components of instruction, and enhance academic mobility for students and faculty through international exchange programs. The university will increase its participation in international research projects and consortia, encourage publications in peer-reviewed international journals, and strengthen its presence at international conferences and expert forums. Internationalization will be regarded as both a mechanism for enhancing the quality of education and research and as a tool for

strengthening ETU's competitiveness in the global higher education landscape.

## Local trends

Local trends will complement the global agenda and shape practical solutions within the Kazakhstani context. ETU will take into account the evolving landscape of international partnerships in the country—including the establishment of branches of foreign universities—and will develop a systematic cooperation model with high-ranking universities and programs in priority fields. The university will identify targeted partnerships, form dedicated teams responsible for collaboration, standardize approaches to partnership management, integrate into international educational associations and networks, participate in international forums, and conduct regular evaluations of partnership effectiveness based on measurable outcomes—including academic exchanges and joint projects.

ETU will develop hybrid education as a sustainable model that combines in-person instruction with digital technologies. The university will design courses with hybrid architecture and modular formats ensuring convenience and accessibility for diverse categories of learners. To enhance the quality of hybrid learning ETU will invest in faculty training in digital pedagogies, incentivize the creation of original online courses, and strengthen the methodological foundation for developing digital educational content.

A distinct local priority will be the development of entrepreneurial programs and a startup ecosystem that supports techno-entrepreneurship as a pathway for learning and career advancement. ETU will expand courses and practical programs in entrepreneurship, strengthen acceleration tools and startup support mechanisms, establish grant and microfinancing instruments, and create mentorship platforms and investor engagement channels. The university will build partnerships with companies and government agencies to implement joint initiatives supporting entrepreneurship ensuring that projects are aligned with the real needs of the economy.

ETU will view the growing prominence of private universities in the education market as an opportunity for accelerated development through agility, innovation, and a partnership-driven model. The university will prioritize labor market-relevant programs, practice-oriented learning, and employer-integrated internships, cultivate strategic partnerships with businesses, research organizations, and government bodies, and develop mechanisms for attracting investment and establishing support funds. In terms of quality management, ETU will implement a system for monitoring initiative effectiveness and conduct regular satisfaction surveys among students and employers to ensure continuous improvement and alignment with stakeholder expectations.

Infrastructure reform will serve as an enabling condition for the implementation of all strategic priorities. ETU will modernize learning spaces, equip classrooms with state-of-the-art technology, develop zones for collaborative and

project-based work, and enhance digital systems for managing the academic process, library services, and administrative functions. Concurrently the university will create comfortable work and research environments for faculty and researchers, expand professional development programs for staff, and strengthen partnerships with companies to facilitate internships and joint projects ensuring the practical relevance of education and a sustainable connection with industry.

ETU possesses significant strengths including modern infrastructure and robust student support services which provide a solid foundation for attracting learners. However notable weaknesses and threats also require attention, particularly the need to enhance brand recognition, attract young researchers, and develop academic mobility programs. At the same time growth and development opportunities are available, such as recruiting international students and faculty, and expanding strategic partnerships. It is recommended that ETU focus on developing targeted strategies to address weaknesses and mitigate threats while leveraging its strengths and opportunities to achieve sustainable growth and enhance the university's competitiveness.

## STRATEGIC DIRECTIONS

### 1. Research activity as a strategic resource of the university

ETU will intensify research and innovation activities as a key driver of institutional development, financial sustainability, and reputational capital. The university will develop scientific infrastructure, establish robust mechanisms for supporting research projects and innovations, and create sustainable conditions for collaboration with industrial enterprises, research centers, and partner universities. Research and innovation management will be aligned with the University development concept and the Research strategy with an emphasis on fostering an innovation culture, promoting interdisciplinarity, and translating research outcomes into practical applications. ETU's research agenda will advance sustainable development through projects and innovations aimed at addressing global challenges and achieving sustainable development goals (SDGs).

#### **Strategic goal 1. Development of research schools and enhancement of ETU's research competitiveness at national and international levels**

ETU will advance its research potential by establishing and strengthening research schools, increasing publication output, expanding academic mobility for faculty and researchers, and actively engaging undergraduate students, master's candidates, and doctoral researchers in real-world research projects in collaboration with industrial partners. The university will build an integrated "education–research–practice" nexus focusing research efforts on applied and interdisciplinary domains including digitalization, energy efficiency, "green" technologies, and the sustainable development of the economy and social sphere. By 2029 ETU will establish at least five research schools, each comprising no fewer than 10 leading researchers and 20 early-career scientists and doctoral candidates. This structure will provide a robust foundation for both fundamental and applied research, enable the attraction of at least 50 million KZT in annual grant funding, and significantly strengthen the University's competitive position nationally and internationally.

## **1.1 Scientific research and innovation for sustainable development**

ETU will advance applied and interdisciplinary research aimed at developing technological solutions in the fields of digitalization, energy efficiency, "green" technologies, and the sustainable development of the economy and social sphere. The university will ensure the involvement of learners at all levels—from undergraduate to postgraduate—in research projects and collaborative initiatives with industrial partners.

Taking into account current training programs and the composition of faculty, the University will establish and develop research schools in promising areas that reflect contemporary challenges in science and technology. Key focus areas will include the following research schools:

1. The research school of artificial intelligence, cybersecurity and IoT will advance the development of intelligent technologies, artificial intelligence methods, cybersecurity systems, and Internet of Things (IoT) solutions for data analytics, process automation, and protection of digital infrastructure.

2. The research school of alternative energy sources and environmentally friendly technologies will focus on the development, optimization, and integration of renewable and alternative energy sources, enhancement of energy efficiency, and reduction of carbon footprint.

3. The research school of transport and mechanical engineering technologies will develop innovative transport and mechanical engineering solutions including technologies for the agro-industrial complex (AIC) aimed at enhancing operational efficiency, automating processes, and promoting sustainable agricultural development.

4. The research school of sustainable business development and corporate finance will focus on the sustainability and financial efficiency of small and medium-sized enterprises (SMEs) in dynamic market conditions including the role of management, finance, and audit.

5. The research school of pedagogical leadership and STEM education will advance modern teaching methodologies and the training of scientific personnel with emphasis on STEM education, digital technologies in learning, and innovative approaches to assessing educational outcomes.

## **Strategic goal 2. Commercialization of research outputs and development of a research ecosystem as a source of funding and innovative growth**

ETU will advance innovation activities and the commercialization of research outputs through startup creation, implementation of digital solutions for business and industry, participation in national and international grant projects, and launching of a Technology Transfer Center as an institutional mechanism for bringing developments to implementation. The university will modernize its research

infrastructure, expand access to international databases, develop internal grant funding programs, and create collaborative workspaces and startup incubation facilities thereby fostering a sustainable "science–business–technology" ecosystem. This strategic direction will generate measurable contributions to ETU's financial sustainability, drive growth in external funding, and strengthen the University's standing in both academic and applied domains.

## **1.2 Innovation activities and commercialization of research outputs**

ETU will develop technology transfer mechanisms and innovation support systems to facilitate the transition of research results into practical applications and market-ready solutions. By 2029 the university will launch no fewer than 10 university-based startups in the fields of digital technologies, design, tourism, and service industries supported through dedicated programs offering students and researchers access to laboratories, mentorship from industry partners, and early-stage grant funding. ETU will implement at least five digital solutions for business and industry prioritizing developments for production automation, data management, forecasting of technological risks, and digital modeling of industrial processes. The university will intensify its participation in national and international grant projects including Horizon Europe, Erasmus+, and other international funding programs by establishing a dedicated grants support team and expanding consortium participation with leading universities and research institutes of Kazakhstan, as well as with European and Asian academic institutions. ETU will establish a Technology Transfer Center to oversee the commercialization of research outputs and engagement with industrial partners by providing expert evaluation of innovations to prepare them for patenting and licensing, facilitation of partnerships with industry for solution implementation, an acceleration program for research-based startups, engaging venture funds and state financing programs, and formation of a database of commercializable technologies accessible to enterprises and investors. The university will increase the annual number of registered patents and copyright certificates to 15 through a comprehensive patenting support system that covers filing costs in Kazakhstan and abroad, provides legal assistance with applications, and assembles interdisciplinary teams to develop patentable solutions.

### **1.3 Building a research ecosystem and scientific infrastructure**

ETU will modernize its research base and create conditions for integration into the international academic community. Starting from 2025 the University will launch its own peer-reviewed scientific journal as a platform for academic exchange and strengthening ETU's position in national and global research landscapes providing rigorous peer review, publication in Kazakh, Russian, and English languages and open access. and The integration roadmap includes inclusion in the CQASHE database (Third List) by 2026, progression to the Second and First Lists by 2028, and entry into Web of Science and Scopus international indexing systems by 2030. ETU will establish at least 10 new specialized laboratories aligned with priority research areas, including Laboratory of Artificial Intelligence and Digital Technologies, Laboratory of Renewable Energy Sources and Eco-Technologies, Laboratory of Advanced Materials and Mechanical Engineering Technologies, Laboratory of Sustainable Development of SMEs and Corporate Finance, Laboratory of Pedagogical Leadership and STEM Education, TECHCODE Laboratory, Microelectronics Laboratory, Laboratory of Robotics and Automation, Laboratory of Power Systems. The University will acquire state-of-the-art research equipment including high-precision analytical instruments, supercomputing resources for big data processing, and automated experimental systems through grant and program-based funding. To enhance research quality and global visibility ETU will expand access to international scientific databases such as Scopus, Web of Science, and Wiley. ETU will also develop an internal grant funding mechanism allocating no less than 3 million KZT annually to support early-career researchers and promising projects. Laboratory complexes, collaborative coworking zones for research teams, and technology startup incubators will be created to strengthen the science–business–technology nexus. Collaboration with research institutes and industrial partners in Almaty will be intensified through joint laboratories and research centers facilitating technology transfer and attracting investment.

Implementation of this direction will transform ETU into a research-intensive institution integrated into the global academic community equipped with a sustainable mechanism for knowledge generation, application, and commercialization. ETU will strengthen its standing in academic and sectoral rankings, elevate research quality, and build an effective ecosystem for industry and business engagement—contributing meaningfully to addressing pressing scientific and economic challenges.

### **Key KPIs for 2025–2030:**

1. Number of young scientists awarded research grants: at least 8 individuals;
2. Number of grant-funded projects (state grants, program-targeted funding, CMU, "Zhas Galym" program): at least 13 projects;
3. Total volume of grant funding secured annually: at least 150 million KZT;
4. Number of implemented startups and commercialized research projects: at least 15;
5. Number of projects funded by the local executive bodies and business partners: at least 15;
6. Enrollment in master's and doctoral programs: at least 100 students;
7. Number of publications indexed in Scopus: at least 40;
8. Number of publications indexed in Web of Science: at least 30;
9. Number of publications in high-impact journals (Q1–Q2 quartiles in Web of Science; Scopus >75th percentile): at least 25 articles;
10. Growth in publication citation index compared to 2025 baseline: at least 30–40 percent;
11. Share of faculty members holding academic degrees (PhD/Doctor of Sciences): at least 62%;
12. Number of young scientists under 40 years of age holding academic degrees: at least 25 individuals;
13. Number of registered patents for inventions and utility models: at least 18;
14. Number of registered intellectual property objects, programs, trademarks, and other intellectual property items): at least 30.

## 2. Quality higher and postgraduate education

ETU will ensure high-quality higher and postgraduate education through the systematic renewal of curricula and learning formats, strengthening practice-oriented training, integrating digital solutions, launching and developing academic schools as centers of competence, and maintaining continuous feedback from key stakeholders. Educational quality will be validated through academic outcomes, graduate employability, sustainable career trajectories, and satisfaction levels among students and employers. The university will advance a student-centered learning model in which educational outcomes, student well-being, and professional realization are regarded as interconnected dimensions of institutional excellence.

МЕНТЫ ИНСТИТУЦИОНАЛЬНОГО КАЧЕСТВА.

ETU will ensure high-quality higher and postgraduate education through the systematic renewal of curricula and learning formats, strengthening practice-oriented training, integrating digital solutions, launching and developing academic schools as centers of competence, and maintaining continuous feedback from key stakeholders. Educational quality will be validated through academic outcomes, graduate employability, sustainable career trajectories and inclusive educational environment.

### **Strategic Goal 1. Transformation of educational programs and learning formats to meet the requirements of the labor market, state compulsory education standards (SCES), and the digital economy**

ETU will annually update up to 50% of its active educational programs to ensure the relevance of learning outcomes, course content, teaching methods, and assessment approaches. These updates will be grounded in labor market analysis and professional standards aligned with changes in state compulsory education standards (SCES), and systematic feedback from students, graduates, employers, and industry experts. The university will reinforce practice-oriented learning as a mandatory quality standard expanding project-based instruction, partner case studies, internships, and workplace placements while integrating digital tools, blended learning formats, and clear guidelines for the ethical and effective use of artificial intelligence in education. ETU will launch up to three new or innovative educational programs annually prioritizing interdisciplinary fields at the intersection of

technology, business, and sustainable development. For each priority program, the university will develop detailed improvement roadmaps with defined timelines, measurable targets, and assigned responsibilities.

## **2.1. Strengthening of existing and developing new educational programs**

ETU will strengthen existing and develop new educational programs based on regular labor market analysis and systematic feedback from key stakeholders. An annual program quality management cycle will be implemented comprising consultations with employers and industry experts, collection and analysis of feedback from current students and graduates, internal program review and assessment of learning outcomes. The cycle outcomes will be formed into concrete program update plans and detailed roadmaps for each priority program. ETU will establish unified requirements for learning outcomes and assessment across all programs implementing transparent criteria and rubrics, assessment moderation procedures, and robust academic integrity mechanisms including originality verification and clear, ethical guidelines for the use of artificial intelligence in academic work. ETU's program policy will be designed to ensure that all educational offerings respond promptly to updates in state compulsory education standards (SCES) and regulatory requirements, dynamic employer demands, expectations of students and graduates, and also the university strategic priorities.

ETU will conduct an annual review and update of up to 50% of its active educational programs. Each update cycle will encompass modernization of learning outcomes and course content, renewal of teaching and assessment methods, strengthening of practice-oriented components through case studies, project-based assignments, and internships, and embedding of digital tools and blended learning elements as well. The university will pursue consistency in educational quality across all programs by ensuring unified requirements for program structure, competency development pathways and transparency in assessment practices.

ETU will launch up to three new or innovative educational programs annually. The introduction of new programs will be guided by updates to State Compulsory Education Standards (SCEOS) and regulatory requirements, as well as by demand signals from employers, students, graduates, and other university partners.

Priority will be given to interdisciplinary programs at the intersection of technology, economics, and sustainable development—designed to equip graduates with competitive advantages and enable sustainable, future-proof career trajectories

in rapidly evolving professional landscapes. Each new program will undergo a structured development process including market validation, stakeholder consultation, curriculum design aligned with international best practices, and integration with ETU's academic schools and industry partnerships.

#### Development of New and Innovative Programs

ETU will launch up to three new or innovative educational programs annually. The introduction of new programs will be guided by updates to state compulsory education standards (SCES) and regulatory requirements, as well as by demand signals from employers, students, graduates, and other university partners. Priority will be given to interdisciplinary programs at the intersection of technology, economics, and sustainable development designed to equip graduates with competitive advantages and enable sustainable, future-proof career trajectories.

#### Quality Assurance and Requirements Integration Mechanism

ETU will implement an annual quality management cycle for educational programs, comprising analysis of labor market demands and professional standards, structured consultations with employers and sectoral experts, collection and analysis of feedback from current students and graduates, internal program review and assessment of learning outcomes achievement.

The cycle outcomes will be formed into program update plan and detailed roadmaps for each priority program with fixed timelines, and accountable individuals.

## 2.2. Launch and development of new schools

ETU will develop schools as institutional centers of competence that integrate educational programs, project and research agendas, partnerships, and student career trajectories. The launch of new schools during the current strategic development period will aim to strengthen the university's reputation, increase student enrollment, and establish ETU's leadership in priority areas. Each school will build a modern educational portfolio aligned with market requirements and develop collaboration with business and professional communities for internships, placements, and joint projects.

**ETU Business School** will train specialists capable of working at the intersection of technology and business, confidently applying digital tools and making decisions that ensure sustainable results in a rapidly changing economy.

**Market requirements:** in the context of global digital transformation

demand will grow for specialists who equally understand business logic and modern technologies and can apply them to solve real company challenges. Therefore Business School programs will develop practical competencies in digital business, marketing, and project management among learners.

**Career prospects:** training will focus on skills demanded in the most dynamic and profitable fields including e-business, digital marketing, finance, and technology projects. Graduates will be prepared to build careers in corporations, fast-growing companies, and the startup ecosystem, as well as to develop along managerial and entrepreneurial trajectories.

**Innovative approach:** we will create a "learning through practice" educational environment where knowledge is immediately reinforced through projects, case studies, and teamwork closely aligned with market demands. Graduates will gain experience in developing solutions and launching initiatives, enabling them to secure employment successfully and, if desired, create their own projects using digital and innovative approaches.

**The School of Tourism and Hospitality** at ETU will become a strategically important direction by training specialists capable of developing the service industry to modern standards, improving the quality of tourism products, and creating sustainable projects competitive in national and international markets.

**Market requirements:** against the backdrop of growing domestic and inbound tourism, development of urban infrastructure, and increasing competition in the services sector, demand will rise for professionals skilled in service standards, digital tools, quality management, and customer experience. Therefore the school's programs will prepare graduates capable of working under high customer expectations and rapidly changing industry trends.

**Career prospects:** training will develop competencies demanded in the most dynamic segments of the industry including hotel and restaurant business, tour operations, MICE, event management, tourism marketing, service management, and territorial development. Graduates will be prepared to build careers in leading industry companies, state and private organizations, as well as to develop their own tourism and service projects.

**Innovative approach:** the school will develop a practice-oriented educational environment where learners will master the profession through real cases, project work, internships, and industry collaboration. Knowledge will be reinforced through modeling service processes, developing tourism products, working with digital platforms and analytics enabling graduates to confidently enter the profession and

create competitive solutions in tourism and hospitality.

**The School of Sustainable development** at ETU will become a strategically important direction by training specialists capable of implementing sustainability principles in business, industry, and public administration, reducing environmental risks, and creating solutions for "green" and resource-efficient development of the country and region.

**Market requirements:** against the backdrop of strengthening environmental regulations, the ESG agenda, decarbonization, and the transition to a circular economy, demand will grow for professionals who understand sustainable development models, carbon regulation, energy efficiency, and natural resource management, and who can translate these requirements into concrete projects and metrics. Therefore the school's programs will prepare graduates capable of working at the intersection of ecology, economics, technology, and management.

**Career prospects:** training will develop competencies demanded in the corporate sector, industry, energy, construction, consulting, and public administration including ESG analytics and reporting, sustainable finance, environmental management, audit and risk management, and project management in energy efficiency and "green" technologies. Graduates will be prepared to build careers in large companies, international organizations, regulatory bodies, as well as to launch their own sustainable initiatives and social entrepreneurship projects.

**Innovative approach:** the school will create a practice-oriented educational environment where learners will work with real data and tasks, develop projects on carbon footprint reduction, energy efficiency, and sustainable organizational transformation, complete internships, and participate in joint initiatives with industry and municipal structures. Training will combine interdisciplinarity, project-based formats, and the use of digital analysis and monitoring tools enabling graduates to implement sustainable solutions in the real economy.

**The School of IT and artificial intelligence** at ETU will become a strategically important direction by training specialists capable of developing and implementing digital solutions and artificial intelligence technologies to enhance the efficiency of business, industry, and public services, as well as creating competitive products for the Central Asian market.

**Market requirements:** against the backdrop of accelerated digitalization, data growth, and automation, demand will increase for professionals skilled in modern programming languages, data engineering, cybersecurity, and machine learning methods, and capable of translating organizational requirements into

functioning technological solutions. Therefore the school's programs will develop practical skills in development, integration, and maintenance of digital platforms and AI models.

**Career prospects:** training will focus on competencies demanded in the most dynamic and highly paid fields including software engineering, data science, machine learning, AI product management, cloud/DevOps, cybersecurity, and digital analytics. Graduates will be prepared to build careers in IT companies, banks and fintech, industry, the telecom sector, government agencies, and the startup ecosystem, as well as to develop their own technological products.

**Innovative approach:** the school will create a "learning through practice" educational environment where learners will work on real projects and cases, participate in hackathons and research initiatives, use current development tools and data, and complete internships with industry partners. Training will combine fundamental preparation, project-based formats, and a culture of responsibility for solution quality enabling graduates to create secure, scalable, and useful AI and IT products.

**The School of Design and Arts** at ETU will become a strategically important direction by training specialists capable of creating in-demand visual and creative solutions for the digital economy, enhancing the competitiveness of products and brands, and developing creative industries and cultural projects in Kazakhstan and Central Asia.

**Market requirements:** against the backdrop of the growing creative economy development of digital platforms, and intensifying competition for audience attention, demand will increase for professionals who combine artistic thinking with an understanding of technology, user experience, and business objectives. Therefore the school's programs will prepare graduates capable of creating design solutions that are simultaneously aesthetic, functional, and user-centered.

**Career prospects:** training will develop competencies demanded in the most dynamic segments including graphic and branding design, UX/UI and product design, motion design, illustration, 3D visualization, multimedia and content production, as well as art direction and creative project management. Graduates will be prepared to build careers in digital agencies, IT and media companies, marketing departments, studios and cultural institutions, as well as to develop their own creative projects and studios.

**Innovative approach:** the school will develop a practice-oriented educational

environment where learners will study through portfolio development, real briefs and projects, teamwork, and industry interaction. Training will include modern digital tools and technologies, interdisciplinary projects jointly with the School of IT and AI and the Business School, as well as participation in competitions, exhibitions, and collaborations enabling graduates to confidently enter the market with a strong portfolio and experience in solving real-world tasks.

**The School of agro-industrial complex development** at ETU will become a strategically important direction integrating educational programs, applied projects, and infrastructure for the development of the modern agro-sector. The university has an agricultural college under its umbrella, and together with it ETU will develop practice-oriented personnel training and a "live" base for education and implementation of agrotechnologies.

**Market requirements:** against the backdrop of growing demand for quality and safe food products, development of local supply chains, adoption of agrotechnologies, and strengthening requirements for sustainable production, demand will increase for specialists who understand agroengineering, production management, quality standards, logistics, and digital monitoring tools. Therefore the school's programs will prepare graduates capable of working within modern agro-industrial models and launching projects focused on efficiency and environmental sustainability.

**Career prospects:** training will develop competencies demanded in crop and livestock production, agribusiness and processing, agro-logistics and quality management, agro-analytics, and implementation of "smart" agriculture. Graduates will be prepared to build careers in agricultural holdings and farms, processing enterprises, logistics and trading companies, as well as to develop their own agro-projects, including environmentally oriented farms.

**Innovative approach:** ETU together with the agricultural college will create a demonstration-production ecosystem where learning will be built around real processes and projects. Within this model greenhouses will be opened and ecological livestock farming will be developed to provide the ETU community with organic products while simultaneously creating a sustainable practical base for student training. Additionally ETU will plan to establish an eco-campus in a mountainous area where an eco-camp and infrastructure will be developed for implementing practical modules: cultivation, animal husbandry, processing, service and educational activities, as well as projects on sustainable development and environmental education.

**The School of water resources management** at ETU will become a strategically important direction by training specialists capable of ensuring rational water use, enhancing water security and territorial resilience, as well as developing and implementing solutions for the water management sector of Kazakhstan and Central Asian countries.

**Market requirements:** against the backdrop of climate change growing water scarcity, infrastructure wear, and increasing demands for water quality, demand will grow for professionals skilled in monitoring and modeling water systems, managing water infrastructure, water treatment and reuse technologies, and capable of working at the intersection of engineering, ecology, and management. Therefore the school's programs will prepare graduates able to translate water-related challenges into concrete projects and solutions.

**Career prospects:** training will develop competencies demanded in public and municipal administration, water utilities and communal infrastructure, hydraulic engineering and construction organizations, industry and energy, the agro-sector, as well as in consulting and international development projects. Graduates will be prepared to build careers in regulatory and planning bodies, modernization projects for water infrastructure, companies implementing water-saving and treatment technologies, as well as to launch their own engineering and service initiatives in the field of water solutions.

**Innovative approach:** the school will develop a practice-oriented educational environment where learners will work with real data, cartography, and digital monitoring platforms, complete project assignments on water conservation, water treatment, and risk management, undertake internships at specialized facilities, and participate in joint projects with industry and government partners. Training will combine engineering disciplines, management tools, and applied research, enabling graduates to design, implement, and support sustainable solutions in water resources management.

## **Strategic Goal 2: Student Success, employment, and an inclusive educational environment as measurable quality outcomes**

ETU will provide support to learners throughout the entire educational journey—from admission to sustainable employment—regarding career outcomes and engagement as key indicators of program and school effectiveness. The university will strengthen the role of the Career Center as a service and analytical

platform, develop individual career tracks "study → practice → internship → first job," conduct regular events with employers, and form a list of key partners for each school. Practices and internships will be established as a mandatory element of training, and project-based activities with external clients and industry mentors will become the core of forming each learner's competency portfolio. ETU will develop competency validation through certifications, participation in hackathons, case championships, and professional competitions while simultaneously enhancing soft skills and leadership competencies through participation in ETU clubs and social initiatives. Inclusion will be integrated as a quality standard through ensuring equal access to education and university services, developing infrastructure accessibility, adaptation mechanisms and support services for learners with special educational needs, as well as enhancing faculty competencies in inclusive pedagogy and fostering a culture of respect and safe interaction.

### 2.3 Quality assurance system

ETU will implement a unified quality assurance system for higher and postgraduate education based on learning outcomes management, transparent procedures for program updates, data-driven approaches, and regular feedback from stakeholders. The quality system will ensure consistent standards at both the university and school levels, as well as comparability of quality across educational programs.

**Quality Management Architecture:** ETU will institutionalize quality responsibility at both the university and school levels including coordination by the academic division and the involvement of schools as centers of competence. To enhance program relevance, industrial expert mechanisms will be established and developed including consultations with employers and professional communities through the Industrial Council, as well as internal expertise procedures and annual improvement planning.

**Learning Outcomes and Assessment Standards:** Each educational program will have clearly defined learning outcomes aligned with the state compulsory educational standards (SCES), professional requirements, and labor market demands. Assessment will be structured as verification of learning outcomes achievement including the application of unified criteria and rubrics, assessment moderation, and regular analysis of student performance data. ETU will reinforce academic integrity by implementing plagiarism detection tools, establishing

guidelines for the use of AI in academic activities, and ensuring transparency and fairness in assessment practices.

**Improvement Cycle and Feedback Management:** ETU will implement an annual quality improvement cycle comprising feedback collection from students, graduates, and employers, analysis of learning outcomes, internal program review, and development of improvement plans. Cycle outcomes will be formalized as roadmaps for priority programs and annual curriculum update plans with assigned responsibilities and timelines.

**Practice-Oriented Education as a Quality Standard:** ETU will establish practice-oriented education as a mandatory standard including the integration of case studies and project-based assignments, execution of projects based on partner requests, development of internships and practical training, and involvement of industry experts in assessing project outcomes and evaluating final qualifying works.

## 2.4 Graduate employability

ETU will provide comprehensive support to learners throughout their educational pathway—from admission to sustainable employment—treating student success and career outcomes as key indicators of educational quality and school effectiveness. The approach will be built on early adaptation, academic advising, practical skills development, portfolio building, social development through student clubs, and active engagement with employers.

Practice, internships, and project work as the core of employment: ETU will integrate practice and internships as mandatory components of graduate preparation and the primary channel for employment. The university will expand its network of partner organizations, ensure alignment of practical training with program profiles, and assign schools clear responsibility for the quality of practical education. Students will engage in project work with external clients, under the guidance of industry mentors, and present their results to expert panels at regular defense sessions. Throughout their studies each student will build a portfolio of project work that demonstrates practical competencies and enhances labor market competitiveness.

Career center and individual career pathways: ETU will strengthen the Career center's role as a service and analytics platform for employment. The Center will support students through career counseling, vocational diagnostics, interview skills development, resume and portfolio preparation, and matching for practices and

internships. Career tracks will be developed by schools and programs with clear pathways from "study → practice → internship → first job." The university will host regular career events including job fairs, career days, employer meetings, industry panel sessions, and masterclasses.

**Employer partnerships and industry engagement:** ETU will institutionalize employer participation in the educational process through school-level industrial councils, co-development of cases and project assignments, guest lectures, mentorship, and involvement in final assessment of project and graduation works. The university will establish a list of key industry partners for each school and develop long-term agreements on practices, internships, joint projects, and targeted personnel development. Special attention will be given to creating employment channels with fast-growing companies and organizations shaping the region's technological and "green" agenda.

**Competency validation and graduate competitiveness increase:** ETU will develop mechanisms for validating student competencies through certifications, participation in hackathons, case competitions, industry contests, and professional events. The university will encourage portfolio development and cultivation of career-critical soft skills including teamwork, leadership, communication, and project management. For selected programs microcredentials and short-term modules will be introduced to strengthen program profiles and meet employer demands.

### **Key KPIs for 2025–2030: by 2030**

1. Share of educational programs undergone annual update: 100% per year
2. Number of new or innovative educational programs launched: at least 3 per year
3. Share of courses incorporating project-based learning and/or partner cases: annual growth, target is not less than 60%
4. Share of graduates employed in their field of study will annually grow, target is no less than 70%
5. Share of students with project portfolios and verified practical outcomes will annually grow
6. Number of active partners for internships and employment will annually grow
7. Student satisfaction with program quality and teaching: annual monitoring, target is not less than 80%

8. Employer satisfaction with graduate preparedness and work readiness will annually grow, target is not less than 80%

### **3. Internationalization of science and higher education at ETU**

A key strategic development direction for the University is active international cooperation aimed at strengthening ETU's position in the global academic and educational landscape. The University will implement systematic measures to attract foreign partners, participate in international projects, develop student and staff exchanges, and launch joint research and educational programs. International development will be managed in accordance with the University's globalization concept and international strategy based on principles of integration into the global academic community. International cooperation will serve as a driver of innovation, enhancement of educational quality and research output, and formation of a sustainable positive image of the University on the global stage. The objective of this direction is to build a sustainable international ecosystem for ETU through strategic partnerships with foreign universities, expansion of academic mobility, implementation of double-degree programs, and participation in international educational and research projects establishing ETU as a prestigious global brand of a leading entrepreneurial and innovative university.

#### **Strategic Goal 1. Building a sustainable network of strategic international partnerships and expanding of academic mobility**

ETU will develop a portfolio of strategic partnerships with leading universities guided by alignment of strategic objectives, reputation, accreditations, and potential for practice-oriented learning. The University will consolidate collaborations with foreign institutions ranked among the world's top 1,000 universities, optimize existing agreements, and establish new partnerships with universities in Southeast and East Asia, Europe, the United States, and Canada. To systematically increase mobility ETU will create an Academic mobility scholarship fund to support student and faculty participation in overseas study, internships, exchanges, and research. Mobility support will be provided on an annual basis with candidate selection conducted by an Expert council on transparent competitive principles. The University will support professors and students through access to unique courses, research opportunities, and laboratories abroad, as well as by identifying and funding talented learners. ETU will expand cooperation with

international foundations and organizations strengthening initiatives in inclusivity, creative industries, and entrepreneurship in education—including collaboration with MASHAV, joint initiatives with the British Council on creative industries development and establishment of a creative industries development centre, and creation of lifelong learning opportunities with UN support including development of MBA, DBA, and other program formats.

### **3.1 Building strategic international partnerships and academic mobility development**

ETU's international development strategy will encompass selection of strategic partners, expansion into international education markets, and implementation of joint educational and research projects. ETU will analyze foreign educational and research institutions based on reputation, accreditations, and strategic alignment forming a partnership perimeter with TOP-1000 universities. The University will enhance academic mobility through an Academic mobility scholarship fund, annual support for students' and faculty's academic, scientific, and research activities abroad, and transparent competitive selection by an Expert council. ETU will optimize existing agreements and conclude new partnerships with universities in Southeast and East Asia, Europe, the United States, and Canada while participating in international grant programs including Erasmus+, Fulbright, DAAD, Bolashak, and others.

### **Strategic Goal 2. Scaling of international educational programs, double-degree offerings, and integration into the global research space**

ETU will enhance international competitiveness by launching joint educational programs, double-degree tracks, and English-language curricula while engaging faculty and students in international research projects and consortia. The University will implement collaborative research initiatives on priority topics, aligning the global research agenda with regional priorities and ETU's entrepreneurial mission. To expand international learning pathways ETU will develop the "Academic Nomad" concept—enabling students to study at multiple Kazakhstani universities and one foreign institution with a mandatory internship, and the list of practice partners will be jointly formed with deans and include leading companies from Kazakhstan and other countries. ETU will scale double-degree formats building on existing programs with Lincoln University (USA) and the

Tashkent Institute of Irrigation and Agricultural Mechanization Engineers, and will launch five English-taught double-degree programs by 2029. The University will involve faculty and students in international research through Erasmus+, Horizon Europe, and other instruments including projects on sustainable development and the green agenda—such as the Green Deal for Central Asian Universities initiative with Constructor University. To support internationalization ETU will strengthen infrastructure, develop specialized centers and laboratories, recruit international faculty through grants and exchange programs, and utilize a dedicated fund to attract foreign experts driving growth in English-taught programs and increasing the share of international students to 10%. English-language programs will be rolled out progressively starting in 2026 with Management academic program followed by Computer Science, Engineering and Artificial Intelligence, and other priority tracks.

### **3.2 International educational programs and integration into the global research community**

ETU will implement joint research projects, double-degree programs, and internationally oriented educational programs to build a prestigious global brand and enhance the University's appeal to students and researchers. The "Academic Nomad" concept will be developed as a practice-oriented international pathway featuring mandatory internships and a curated portfolio of industry partners. ETU will expand existing double-degree programs and launch five English-taught double-degree programs by 2029 while intensifying participation in international research projects and grant programs. The University will strengthen internationalization infrastructure and staffing mechanisms by recruiting foreign faculty through grants and exchange programs, and by utilizing a dedicated fund to increase the share of English-taught programs and raise the proportion of international students to 10%.

Successful implementation of the international strategy will enable ETU to strengthen its position in the global education market, expand its partnership network, attract talented students and researchers, and reinforce the University's influence in innovative entrepreneurship, collaborative research, and educational initiatives.

#### **Key KPIs for 2025–2030 (by 2030):**

1. Share of international students in total enrollment: annual growth, target up to

- 10%;
2. Number of active strategic agreements with foreign universities (including TOP-1000): annual growth, target is not less than 25 partnerships;
  3. Number of new international agreements concluded per year: not less than 5 annually.
  4. Outbound student academic mobility: annual growth, target is not less than 5% of total student body per year;
  5. Outbound academic and research staff mobility: annual growth, target is not less than 10% of faculty per year;
  6. Funding volume of the Academic mobility scholarship fund: annual growth, target is not less than 20 million KZT per;
  7. Number of foreign faculty and visiting professors per year: annual growth, target is not less than 20 visiting specialists per year;
  8. Share of courses/modules delivered in English: annual growth, target is not less than 30%;
  9. Number of English-taught educational programs: progressive launch and growth, target is not less than 6 programs (phased rollout starting from 2026);
  10. Number of double-degree programs: growth, target is not less than 5 English-taught double-degree programs by 2029, with ongoing expansion;
  11. Number of students on the "Academic Nomad" international pathway: annual growth, target is not less than 150 students per year;
  12. Number of international projects and grants involving ETU (Erasmus+, Horizon Europe, etc.): annual growth, target is not less than 10 active international projects;
  13. Number of international research/educational consortia with ETU participation: annual growth, target is not less than 8 consortia.

## 4. ESG approaches in ETU strategy

The objective of integrating ESG approaches into the development strategy of the Eurasian Technological University (ETU) for 2025–2030 is to build a sustainable, human-centered, and institutionally mature university model in which educational quality, human capital development, and management efficiency are ensured through responsible resource use, support for the academic and student communities, and a transparent system of decision-making.

ESG implementation is viewed by the University as a tool for enhancing the educational environment and providing comprehensive student support throughout the entire learning journey—from admission to sustainable employment—while fostering an academic community oriented toward development, responsibility, and institutional continuity.

Environmental, social, and governance (ESG) dimensions are integrated into the University's strategic and operational management, ensuring coherence across infrastructure decisions, human resources policy, student-centered learning models, and digital transformation. This approach enables ETU to develop sustainably while preserving academic autonomy, governance effectiveness, and adaptability to changes in the external environment.

**Strategic Goal 1. Develop a sustainable and resource-efficient infrastructure at ETU to support educational environment quality and reduce inefficient expenditures.**

### 4.1 Strategic and Operational Infrastructure Management

ETU will integrate the environmental dimension of ESG into strategic and operational infrastructure management treating resources and physical facilities as a factor of educational quality and institutional sustainability. Infrastructure management will be based on planning and operation of premises, equipment, and services aligned with educational and staffing needs, student enrollment levels, and growth projections. During 2025–2030 the University will transition from fragmented management of physical assets to a systemic resource utilization model enhancing transparency of accounting and predictability of infrastructure development without imposing excessive burden on the budget and personnel.

Infrastructure sustainability will be ensured through optimization of academic and administrative space utilization, enhanced energy efficiency, and

implementation of digital accounting tools. The University will systematically reduce inefficient expenditures, improve building maintenance quality, and develop infrastructure that supports modern learning formats and project-based activities. Digital infrastructure development will serve as a resource-saving instrument: expansion of electronic document flow, automation of administrative procedures, and digitization of academic processes will reduce paper consumption, decrease load on physical infrastructure, and enhance convenience for students, faculty, and university units.

ETU will position the campus as a practical educational environment where students and faculty engage with real-world challenges of sustainable resource management. Educational programs and project-based courses will incorporate cases and assignments related to environmental responsibility, rational resource use, and sustainable practices. The University will foster an environmental culture through campus initiatives and projects instilling in students values of responsible resource stewardship and awareness of future professionals' role in addressing ecological and infrastructure challenges.

**Strategic Goal 2. Build a human-centered, safe, and inclusive university environment that supports human capital development and accompanies students from admission to sustainable employment.**

#### **4.2 Human Capital Development**

ETU will develop the social dimension of ESG as a comprehensive support system for *faculty, students, and graduates* treating them as interconnected elements of a unified educational ecosystem. The University will strengthen its HR brand and establish a sustainable human capital management model based on equal opportunities, professional development, and academic freedom. Faculty and staff development will be organized through a centralized process coordinated by the HR department and unit heads guided by HR policy and an annual development plan. Professional growth will be structured around a faculty competency model and a university staff competency model enabling targeted career pathways and ensuring consistent quality standards.

ETU will implement *a systematic onboarding program* for new faculty and staff aimed at rapid integration into the academic and corporate environment and reducing the "time-to-productivity" period. Onboarding will take place during the first three months of employment and will include an introductory course on the

University's mission and values, organizational structure, and internal regulations, familiarization with educational programs, learning outcomes, assessment policies, and academic integrity standards, training on digital infrastructure (including LMS, electronic document flow, and digital services) assignment of a mentor, mutual classroom visits with feedback, and an individual adaptation and development plan for the probationary period.

**Professional development for faculty** and staff will encompass modern pedagogical and methodological technologies, project-based learning and the case method, application of AI and digital educational solutions, enhancement of IT competencies and programming skills, updating of engineering and laboratory practices, scientific research and publication activity, leadership and management in education, as well as inclusive policies and practices. ETU will support young faculty and researchers through mentorship and professional guidance, ensuring institutional continuity and mitigating human resource risks. **Teacher attestation** will be applied as a tool for quality enhancement and professional growth, and following its results the University will provide individual recommendations and post-attestation support through methodological assistance, access to a resource center, development of digital competencies, cross-disciplinary collaboration, and personal resilience programs (stress management, emotional intelligence, communication, and time management).

ETU will develop **a student-centered learning model** as a key element of educational quality and social sustainability. The University will accompany students throughout their entire educational journey beginning with **first-year adaptation based on a "first-year success" approach** that ensures program orientation, introduction to academic culture and digital services, development of independent learning skills, and mentorship from faculty and senior students. Throughout the study period the University will develop **a system of academic support and early identification of academic risks** leveraging data from the digital learning environment, providing consultations on workload planning, course selection, and formation of individual learning pathways.

**Inclusion** will be established as an institutional standard of educational environment quality. ETU will ensure accessibility of the educational process, develop inclusive teaching and support practices, adapt learning and assessment formats when necessary, and foster a culture of respectful interaction and discrimination prevention. Student wellbeing will be supported through accessible psychological counseling, prevention of emotional burnout, and resilience

development programs tailored to academic and project workload demands.

*Student social development* will be fostered through a system of student clubs and communities as spaces for cultivating leadership, initiative, and teamwork. The University will support clubs in entrepreneurship, IT and artificial intelligence, design and creative industries, debating, volunteering, sports, science, and project work. Student participation in clubs will be recorded in individual portfolios and taken into account when shaping educational and career pathways.

*Career development and the Alumni Network* will be strengthened as components of social sustainability. The Career center will function as a service and analytics platform providing career counseling, vocational diagnostics, support in resume and portfolio preparation, and assistance with practices and internships. ETU will develop school- and program-specific career tracks and regularly host job fairs, employer meetings, and industry masterclasses. Graduates will be engaged in mentoring students and program development, while monitoring of their career trajectories will inform curriculum updates and enhancement of career services.

### **Strategic goal 3. Enhance institutional efficiency, transparency, and governance at ETU through a Smart University digital model and data-driven management**

#### **4.3 Effective governance model**

ETU will develop the Governance-component of ESG as the institutional foundation for the University's sustainable development and trust among internal and external stakeholders. The University will strengthen its governance model based on principles of transparency, accountability, collegiality, and clear distribution of roles and responsibilities among governing bodies, academic units, and administrative structures to enhance interaction efficiency and prevent functional duplication.

A key instrument for achieving this goal will be the implementation of the Smart University digital management model. During 2025–2030 ETU will expand the use of digital solutions in managing the educational process, student enrollment, human resources, financial planning, and internal reporting. Platforms and services will form a unified information space, streamline interaction between units, and reduce administrative burden on faculty and students.

ETU will transition to data-driven management utilizing information on educational process progress, learning outcomes, infrastructure utilization, and unit performance for analysis, planning, and decision adjustment. Internal monitoring

will cover academic activities, HR processes, resource utilization, and administrative procedure efficiency ensuring a closed "plan–implement–evaluate–improve" cycle. The University will foster a culture of managerial ethics and dialogue among administration, faculty, and students ensuring information accessibility and procedural clarity to strengthen engagement and trust.

Risk management will be embedded into ETU's governance model encompassing academic, human resources, financial, and operational risks. Digital tools and monitoring systems will enable early risk identification and implementation of preventive measures enhancing the University's resilience to external changes and ensuring stable strategy implementation.

### **Key KPIs for the years 2025-2030: by 2023 y.**

#### **Infrastructure and resources (E)**

- 1) The share of management and educational processes, converted to digital format, annual growth, monetary targets at least 80%;
- 2) Reduction of specific operating expenses for infrastructure maintenance per student, annual decrease dynamics, monetary targets reduction of at least 15%;
- 3) An increase in the utilization coefficient of classrooms and laboratories, annual growth dynamics, a monetary target of at least 75% effective utilization;
- 4) The share of electronic document management in internal processes, annual growth, a monetary target of at least 90%;
- 5) The number of infrastructure improvements implemented according to the plan (modernization, equipment, digital services), the annual implementation of the plan, the monetary target is not less than 85% of the implementation of measures per year;
- 6) The share of educational programs that include projects or cases on sustainable development and rational use of resources, annual growth, the monetary target of at least 50%;
- 7) The level of satisfaction of students and teaching staff with the infrastructure and availability of resources, annual monitoring, and the monetary target of at least 80%.

#### **Development of human capital (S)**

- 1) The percentage of new teachers and staves who completed the adaptation program in the first 3 months, the monetary target is 100% annually;
- 2) Decrease in staff turnover, annual improvement dynamics, the monetary target reduction of at least 20%;

- 3) The share of teaching staff who have completed advanced training in priority directions (pedagogy, digital skills, AI, inclusion, research competencies, etc.), annual growth, the monetary target is 100% per year;
- 4) The percentage of teaching staff who have passed regular assessment/certification according to internal quality standards, the monetary target is at least 80% annually.
- 5) The proportion of enrolled students who have completed first-year adaptation programs and academic support services, annual growth, monetary target is 100%;
- 6) The proportion of students involved in clubs of ETU and social initiatives, annual growth, monetary target of at least 60%;
- 7) The level of student satisfaction with the quality of the educational environment, psychological support and campus safety, annual monitoring, and monetary target of at least 80%;
- 8) The proportion of graduates involved in university events, mentoring and Alumni initiatives, annual growth, and monetary target of at least 30% of active graduates.

#### **Digital transformation and institutional efficiency (G)**

- 1) The share of key management processes covered by Smart University digital systems (staff, learning process, HR, finance, reporting), annual growth, monetary target of at least 85%;
- 2) optimization of key administrative procedures (reception, inquiries, approvals, personnel processes), annual reduction dynamics, monetary target reduction by at least 30%;
- 3) The share of decisions made based on internal monitoring data (KPIs-dashboards, quality reports, contingent analysis), annual growth, monetary target of at least 70%;
- 4) The level of satisfaction of students and staff with the quality of digital services and transparency of procedures, annual monitoring, monetary target of at least 80%;
- 5) The proportion of departments with up-to-date process maps and fixed responsibilities (RACI/regulations), annual growth, monetary target of at least 90%;
- 6) The number of identified and closed risks related to internal monitoring (academic, personnel, financial, operational), annual implementation of response plans, and monetary target of at least 85% closure of events per year.

## 5. FINANCIAL SUSTAINABILITY

Financial stability serves as a foundational enabler for the implementation of the ETU Strategy and a key driver of long-term quality enhancement in education, infrastructure development, digital transformation, and scientific research. The University is adopting a diversified financial model designed to reinforce transparency, strengthen governance, and ensure accountability for the efficient allocation and utilization of resources across all management levels, in alignment with the integrated education continuum spanning College–University–Competence Center.

**Strategic Goal 1: To diversify revenue streams and reduce reliance on a single funding source thereby ensuring sustainable revenue growth and securing investment capacity for the university's development.**

### 5.1 Revenue diversification

To achieve this goal, ETU is developing multiple complementary revenue channels. The University is expanding grant-funded enrolment by scaling up and promoting academic programmes aligned with labour market priorities and the “Atlas of Professions” while simultaneously growing fee-paying enrolment through managed discounting and instalment schemes. Programme value is being enhanced via international tracks and dual-degree partnerships—including the Data Finance programme with Switzerland—as well as modular formats and micro-credentials with personalised learning pathways tailored to both enrolled students and external audiences. The Competence Center is being established as a standalone, sustainable revenue stream by delivering short-cycle upskilling programmes responsive to market demand, implementing systematic digital marketing, and scaling custom corporate training—transitioning from project-based contracts to long-term agreements and bundled solutions. Revenue generation from the laboratory infrastructure is being increased through commercialisation of project outputs and startups, licensing and other monetisation mechanisms, and transparently priced rental of laboratories, computer classrooms, and equipment to external users. Concurrently the University is intensifying efforts to attract corporate funding, international grants, and private investors. Research activities are being strengthened through growth in R&D grants and contracts, commercialisation of innovations via pilots and market deployment, development of deep-tech startups, and expansion of expert consulting services for businesses and public institutions. Infrastructure revenue is being optimised through an events- and rental-based campus utilisation model, 24/7 student ecosystem services, and eco-tourism and educational products leveraging unique campus assets—alongside expanded long-term leasing of commercial zones that enhance overall campus quality and vibrancy.

**Strategic Goal 2: To enhance cost efficiency and strengthen governance of financial flows through digital transformation, project-based management, and robust financial oversight while safeguarding educational quality and ensuring academic sustainability.**

## **5.2 Ensuring cost efficiency**

To achieve this goal ETU is establishing financial model governance based on the principles of budget planning, financial analysis, and oversight strengthening revenue and expenditure monitoring, ensuring transparency in resource allocation, and implementing project-based funding for strategic initiatives. Operational cost reduction is pursued through blended learning formats where academic quality is preserved, optimisation of instructional workload planning, more efficient utilisation of teaching space, and lowering per-cohort costs via rational design of the educational process. The University is automating core business processes, expanding digital document workflows, and deploying AI-driven solutions and chatbots to handle routine administrative tasks. Energy-efficient and sustainable approaches to building maintenance and operations are applied as instruments for reducing recurrent expenditures and enhancing cost predictability. Managerial discipline is reinforced through regular financial reporting, internal budget caps, and clearly defined standards of financial accountability across all organisational units.

### **Key KPIs by 2025–2030:**

1. Growth in state grant revenue: 740,661 thousand KZT in 2025, reaching 2,230,423 thousand KZT by 2030; cumulative total for 2025–2030: 10,412,221 thousand KZT;
2. Planned growth in total revenue: 740,661 thousand KZT in 2025, reaching 5,284,966 thousand KZT by 2030; cumulative total for 2025–2030: 21,716,390 thousand KZT;
3. Growth in contract-based educational service revenue: 983,620 thousand KZT in 2026, reaching 3,026,592 thousand KZT by 2030; cumulative total: 11,164,708 thousand KZT;
4. Growth in project-based revenue: 67,000 thousand KZT in 2026 reaching 500,000 thousand KZT by 2030; cumulative total: 1,858,500 thousand KZT, including grant-funded projects (target: 450,000 thousand KZT by 2030; cumulative: 1,610,000 thousand KZT);
5. Growth in international project revenue: 65,000 thousand KZT in 2026, reaching 35,000 thousand KZT by 2030; cumulative total: 202,000 thousand KZT;
6. Growth in “other” and campus service revenue including the Competence Center’s contribution, laboratory rental income, and commercialisation proceeds with annual increase in the share of non-budgetary receipts within the overall revenue structure;
7. Reduction in unit operational costs and processing time for key administrative procedures through digitalisation and automation, with positive annual dynamics;
8. Growth in the share of long-term contracts with corporate clients and industrial partners, with annual increase.

## 6. Branding and marketing promotion in local and global markets

One of ETU’s strategic development priorities is to build a strong brand and an integrated marketing communications system that drives university recognition, attracts and retains students, enhances school reputation, expands the partner network, and solidifies ETU’s positioning as a next-generation technological and entrepreneurial university. Marketing activities are implemented in line with ESG principles and standards of openness, transparency, accuracy, and accessibility of information. The University ensures regular publication of up-to-date data on academic programmes, admission rules, tuition fees, academic mobility opportunities, graduate employment outcomes, partnerships, and student achievements.

**Strategic Goal 1. To strengthen brand awareness and trust in ETU across Kazakhstan and regional markets through a unified brand platform and flagship initiatives that drive student recruitment and retention.**

### 6.1 Enhancing ETU brand recognition in the local market

In pursuit of this goal ETU solidifies its positioning as an eco-tech-entrepreneurial university dedicated to cultivating leaders for the digital economy, engineering, business, sustainable development, and public governance. The brand platform is operationalised through a cohesive visual identity, distinctive communication tone, content policy, and consistent representation of schools and programmes across all channels. ETU cultivates an image as a university of technological leadership and startup mindset—where learners acquire practical skills, hands-on project experience, and tangible career opportunities. To amplify national visibility the University implements flagship initiatives: ETU Start — a media platform showcasing student startups and projects, featuring success stories and case studies; ETU Hack Tour — a nationwide series of hackathons and engineering-digital competitions designed for early engagement of school and university students, talent identification, and school promotion; ETU Garage — an entrepreneurial and creative hub for team formation, project launches, masterclasses, entrepreneur meetups, and incubation/acceleration programmes. Regional outreach across Kazakhstan is built on sustained presence through: ETU On Tour — a series of career guidance roadshows to schools and colleges; ETU Ambassadors — a network of current students and alumni advocating for the University; ETU Regional Points — partner hubs hosted by schools, colleges, and companies to extend local reach; ETU Live — a digital platform for consultations, live streams, webinars, and virtual open house days.

**Strategic Goal 2. To build a sustainable international and partnership communication ecosystem for ETU in Central Asia and China driving foreign student recruitment, expanding international partnerships, and enhancing the schools' reputational capital.**

## **6.2 Enhancing ETU brand recognition in the global market**

In pursuit of this goal ETU develops international promotion by positioning the university as a regional hub for innovation, education, and tech entrepreneurship in Central Asia and partner markets including China. International communications are built around the schools' strengths, applied projects, academic partnerships, English-language programme components, international modules, and regional career prospects. Key formats are implemented: ETU Tech & Innovation Summit — attracting partners, experts, and media attention to the technological and entrepreneurial agenda; ETU Central Asia Roadshow — a series of presentations and meetings across the region to establish partnerships and recruit prospective students; ETU China Connect — a suite of initiatives to build academic and industrial ties with Chinese partners, promote programmes, and attract international learners. Partnerships provide industrial validation of programmes, internships and practical training, joint projects, graduate employment opportunities, and reputational benefits. Partner marketing with government agencies, the quasi-public sector, businesses, schools, and international organisations is developed through joint events, public case studies, school expert councils, and co-branded initiatives. To enhance accessibility and attract talent ETU develops a system of grants and financial support as both a marketing and social instrument: state grants, university scholarships, startup grants, tuition instalment plans, and partner support programmes—with transparent terms and clear selection criteria. To strengthen brand trust and career outcomes ETU develops the META Alumni Platform—a digital graduate platform featuring job opportunities, projects, mentorship, and networking—as well as the Global Ambassadors programme, an international network of alumni and university friends engaged in promotion, partnership development, and support for entrepreneurial initiatives.

### **Key KPIs by 2025–2030:**

1. ETU's digital channel reach and engagement will grow annually including leads generated via ETU Live and consultation-to-application conversion rates;
2. First-year student enrolment will increase to 4,500 by 2030.

## 7. Appendixes

### Appendix 1

#### Strategic direction 1. "Research activities as a strategic resource of the university"

№	Target indicator	Measuring unit	2025 year	2026 year	2027 year	2028 year	2029 year	2030 year
1	Percentage of teaching staff with academic degrees	%	46	50	53	55	60	62
2	The number of young scientists up to and including 40 years of age, with academic degrees	person	10	16	18	20	22	25
3	Participation in grant projects	person	15	18	20	22	24	27
4	Young scientists with grants	person	-	2	5	8	10	11
5	Number of publications (WoS, Scopus, CQASHE) per teacher per year	unit	0,3	0,33	0,35	0,5	0,8	1,0
6	Increasing the number of students in postgraduate education (doctoral and master's degrees)	person	25	30	50	70	80	100
7	Number of scientific prizes, awards and scholarships possessors', of the Republic of Kazakhstan	person	1	2	2	2	3	3
8	Launching of the scientific journal and its inclusion in the List of scientific publications recommended by the National Research Institute of the Republic of Kazakhstan science journal	piece	1	1	1	1	1	1
9	Increasing the number of publications in rating publications and the citation index of publications in Web of Science and Scopus	piece	10/ 18	15/ 20	18/ 25	20/ 30	25/ 35	30/ 40
10	Number of publications in the Web of Science rating publications in Q1 and Q2 and Scopus (above the 75th percentile)	piece	8	12	15	18	20	25
11	Increasing the number of publications in scientific journals recommended by and equated to the CQASHE of the Ministry of Education and Science of the Republic of Kazakhstan	piece	10	15	20	25	28	30
12	Number of monographs and	piece	3	6	9	15	18	20

	textbooks published by researchers							
13	Registration of patents for inventions and utility models	piece	3	5	8	10	15	18
14	Registration of copyright certificates, trademarks and other intellectual property objects	piece	5	10	15	20	25	30
15	Conducting national and international scientific conferences	piece	1	2	2	2	2	2
16	The number of GF projects, including "Zhas galym", CMU, PTF	piece	2	5	7	9	10	13
17	The number of joint projects with foreign universities and research centers within the framework of international programs (Erasmus+, Horizon, etc.)	piece.	1	1	2	2	2	2
18	Number of projects funded by M&E and business representatives	piece	2	2	4	8	10	15
19	The amount of grant financing for the implementation of scientific projects (million tenge)	piece	50	60	75	100	120	150
20	Volume of attracted international financing for the implementation of scientific projects (million tenge)	piece	2	5	8	10	15	18
21	Number of startups and/or commercialized projects underway	piece	2	4	8	10	12	15
22	Launching of scientific laboratories and (or) purchase of scientific equipment	piece	-	1	1	1	1	1
23	Conducting internal grant competitions among the faculty and students of postgraduate education of the University		-	1	1	1	1	1

**Strategic direction 2: " Higher and postgraduate qualitative education"**

<b>№ п/п</b>	<b>Target indicators</b>	<b>Measu ring unit</b>	<b>2025 year</b>	<b>2026 year</b>	<b>2027 year</b>	<b>2028 year</b>	<b>2029 year</b>	<b>2029 year</b>	<b>2030 year</b>
1	The percentage of educational programs that have been updated annually	%	70	80	90	95	100	100	100
2	Number of new or innovative educational programs	unit	3	4	5	6	7	8	10
3	The proportion of disciplines with project-based training and/or partner cases	%	35	40	45	50	55	58	60
4	The proportion of graduates employed by the profile	%	55	58	62	65	68	69	70
5	The proportion of students with a portfolio of projects and confirmed practical results	%	30	40	50	60	70	75	80
6	Number of active probation and employment partners	unit	40	55	70	85	100	110	120
7	Student satisfaction with the quality of programs and teaching	%	70	72	74	76	78	79	80
8	Employers' satisfaction with the quality of training and graduates' willingness to work	%	65	68	71	74	77	79	80

**Strategic direction 3. "Internationalization of science and higher education"**

<b>№</b>	<b>Target indicators</b>	<b>Measuring unit</b>	<b>2025 year</b>	<b>2026 year</b>	<b>2027 year</b>	<b>2028 year</b>	<b>2029 year</b>	<b>2030 year</b>
1	Number of existing strategic agreements with foreign universities (including the TOP 1000)	piece	6	10	15	20	25	30
2	Number of implemented joint educational projects and courses	piece	3	4	5	6	7	8
3	Number of internationally accredited educational programs	piece	-	-	-	1	2	2
4	Number of participants in outgoing academic mobility (student)	%	0,2	0,5	1	2	3,5	5
5	Number of participants in outgoing academic mobility (teaching staff)	%	2,3	3	4	6	8	10
6	The amount of financing for the Academic Mobility Scholarship Fund	mln tg.	-	3	5	10	15	20
7	The proportion of disciplines/modules implemented in English	%	-	5	10	15	20	30
8	The share of programs implemented in a foreign language	%	-	2	3	4	5	6
9	Share of foreign students (degree + exchange)	%	1,5	2,5	5	7	8	10
10	Number of foreign teaching staff and invited lecturers, professors	person	2	4	7	10	15	20
11	Number of teachers who completed international probation ( $\geq 1$ month)	person	2	4	6	8	10	12
12	Number of joint Bachelor's, Master's, and doctoral degree programs	piece	1	2	3	4	5	6
13	The number of students on the international "Academic Nomad" trajectory	person	-	20	50	70	100	150
14	Number of international projects and grants with participation of the Eurasian Technological University (Erasmus+, Horizon, etc.)	piece	1	2	4	6	8	10
15	The number of international scientific/educational consortia in which the ETU participates	piece	1	2	3	4	6	8
16	The number of language courses	piece	-	1	2	3	4	5

	and training centers for students and teachers.							
17	The university's participation in international rankings (QS, THE, ARWU).	unit	-	1	1	2	2	3
18	The number of joint educational programs and double degrees with foreign universities.	piece	2	3	4	5	6	7
19	The number of international accreditations of educational programs.	piece	-	1	2	3	4	5
20	The number of joint international research and patents.	piece	1	2	3	4	5	6
21	The number of joint laboratories and research centers with foreign partners.	piece	-	1	2	3	4	5
22	The number of scientific projects on the UN SDGs (sustainable development).	piece	-	2	3	4	5	6
23	Participation in international consortia and research networks	piece	1	2	3	4	5	6
24	The number of international conferences and seminars organized by the University.	piece	1	2	3	4	5	6
25	The number of international exhibitions and conferences with the participation of the university.	piece	1	2	3	4	5	6
26	Publicity index: the number of mentions in international media.	piece	-	1	2	3	4	5

**Strategic direction 4: "ESG approaches in the development strategy of ETU"**

<b>№</b>	<b>Target indicators (E)</b>	<b>Measuring unit</b>	<b>2025 year</b>	<b>2026 year</b>	<b>2027 year</b>	<b>2028 year</b>	<b>2029 year</b>	<b>2029 year</b>	<b>2030 year</b>
1	The proportion of management and training processes converted to digital format	%	40	50	60	68	73	77	80
2	Reduction of specific operating expenses for infrastructure maintenance per student (by the level of 2025)	%	0	3	6	9	12	14	15
3	Load factor of classrooms and laboratories (effective use)	%	50	55	60	65	68	72	75
4	The share of electronic document management in internal processes	%	50	60	70	78	83	87	90
5	Share of infrastructure improvements implemented according to the plan (implementation of the action plan)	%	75	78	80	82	83	84	85
6	The share of educational programs that include projects/cases on sustainable development and rational use of resources	%	20	25	30	35	40	45	50
7	Satisfaction of students and teaching staff with infrastructure and resource availability	%	65	68	71	74	77	79	80

<b>№</b>	<b>Target indicators (S)</b>	<b>Measuring unit</b>	<b>2025 year</b>	<b>2026 year</b>	<b>2027 year</b>	<b>2028 year</b>	<b>2029 year</b>	<b>2029 year</b>	<b>2030 year</b>
1	The proportion of new teachers and staves who completed the adaptation program in the first 3 months	%	70	80	90	95	98	100	100
2	Reduction of faculty members turnover (faculty members) to the level of 2025	%	0	4	8	12	15	18	20
3	Percentage of faculty members who completed advanced training in priority areas	%	30	40	50	55	60	65	70
4	Percentage of faculty members who have passed regular assessment/certification according to internal quality standards	%	60	65	70	75	78	80	80
5	Percentage of students who completed first-year adaptation programs and academic support services	%	50	60	68	75	80	83	85
6	Percentage of students involved in sports clubs and social initiatives	%	30	35	40	45	50	55	60
7	Students' satisfaction with the quality of the educational environment, psychological support, and campus safety	%	65	68	71	74	77	79	80
8	Percentage of graduates involved in university events, mentoring, and Alumni initiatives (active graduates)	%	10	14	18	22	25	28	30

<b>№</b>	<b>Target indicators</b>	<b>Measuring unit</b>	<b>2025 year</b>	<b>2026 year</b>	<b>2027 year</b>	<b>2028 year</b>	<b>2029 year</b>	<b>2029 year</b>	<b>2030 year</b>
1	The share of key management processes covered by Smart University digital systems	%	35	45	55	65	72	78	85
2	Reducing the time required to complete key administrative procedures to the level of 2025	%	0	5	10	15	20	25	30
3	The regularity of the management cycle "planning–implementation–evaluation–improvement" at the university and school levels	%	70	80	90	95	98	100	100
4	The proportion of decisions made based on internal monitoring data	%	30	35	40	50	55	62	70
5	Satisfaction of students and staff with the quality of digital services and transparency of procedures	%	65	68	71	74	77	79	80
6	The proportion of departments with up-to-date process maps and assigned responsibilities (RACI/regulations)	%	40	50	60	70	78	85	90
7	The share of closure of measures to respond to identified risks for internal monitoring	%	70	73	76	79	81	83	85

## Appendix 5

### Strategic direction 5: "Financial sustainability"

Financial model 2025-2026 years

Titles	Measu ring unit	2025 year		2026 year	2027 year	2028 year	2029 year	2030 year	total
		budget	off-budget						
General income		740661	1004620	1745282	3383021	4096624	4729839	5284966	21716390
Educational services under government grants		740661		740661	1817467	2 138 267	2 230 423	2 230 423	10 412 221
Including admission	Thousand tenge	230983		230983	286 906	370 848	295 613	295 613	1 731 284
Contracts for the provision of educational services			983620	983620	1544 554	1 935 258	2 474 007	3 026 592	11 164 708
Including admission			336027	336027	470732	686 437	834 519	895 464	3 606 757
An additional semester			19300	19300	19300	21 230	23 353	25 688	128 171
Other income			1700	1700	1700	1 870	2057	2263	11 290



Titles	Measu ring unit	budget	off-budget	2025 year	2026 year	2027 year	2028 year	2029 year	2030 year	total
Projects		-	67 000	67 000	70 000	361 500	408 500	451 500	500 000	1 858 500
Grant projects				50 000	50 000	330 000	370 000	410 000	450 000	1 610 000
Zhas ghalym				20 000	20 000	30 000	30 000	40 000	50 000	170 000
Young Scientist Competition grant financing				30 000	30 000	60 000	60 000	90 000	120 000	360 000
NCF						40 000	80 000	80 000	80 000	280 000
international projects			65 000	65 000	16 000	26 000	30 000	30 000	35 000	202 000
Erasmus			16 000	16 000	16 000	16 000	20 000	20 000	20 000	108 000
Horizon Europe			-	-		10 000	10 000	10 000	15 000	45 000
The World Bank			49 000	49 000						49 000
British Council			-	-						0
other projects			2 000	2 000	4 000	5 500	8 500	11 500	15 000	46 500
business contracts			1 000	1 000	2 000	2 500	3 500	3 500	5 000	17 500
Ministry of Education Projects			500	500	1 000	1 500	2 500	4 000	5 000	14 500
public procurement projects			500	500	1 000	1 500	2 500	4 000	5 000	14 500



## Appendix 6

### Strategic direction 6: "Branding and marketing promotion in local and global markets"

Title	Measuring unit	2025 year	2026 year	2027 year	2028 year	2029 year	2030 year
Number of ranges	mln.	5	8	12	18	25	35
Recruitment for the 1st year	person	1000	1600	2100	2800	3500	4500