

JSC "ALMATY TECHNOLOGICAL UNIVERSITY"



DEVELOPMENT PROGRAM  
JSC "ALMATY TECHNOLOGICAL UNIVERSITY"  
FOR 2023-2029

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## NOTATIONS AND ABBREVIATIONS

<b>Abbreviations</b>	<b>Full name</b>
JSC “ATU”	Joint Stock Company "Almaty Technological University"
JSC	Joint Stock Company
GDO	Gross domestic output
CQAFSHEMS HERK	Committee for Quality Assurance in the Field of Science and Higher Education of the Ministry of Science and Higher Education of the Republic of Kazakhstan
MSHE RK	Ministry of Science and Higher Education of the Republic of Kazakhstan
LEB	Local executive body
IQAA	Independent Agency for Quality Assurance in Education
IAAR	Independent accreditation and rating agency
RaDW	Research and development work
NCO	The national classifier of occupations
NQF	National qualification frameworks
EP	Educational program
IQF	Industry Qualifications Framework
TS	Teaching staff
UNDP	United nations development program
PS	Professional standards
RK	Republic of Kazakhstan
EMAoREMC	Educational and Methodological Association of the Republican Educational and Methodological Council
ASIIN	Agency for Accreditation of Educational Programs in Engineering, Computer Science, Natural Sciences and Mathematics
QS	Quacquarelli Symonds
QS WUR	QS world University Ranking
IMD	Institute for Management Development
ISO	International organization for Standardization
SDG	Sustainable development goals
ETDC	Educational technology development center

## 1. ANALYSIS OF THE CURRENT SITUATION

Almaty Technological University has been one of the leading higher education institutions in Kazakhstan and Central Asia for over 65 years. ATU JSC trains specialists and scientific personnel for the food, processing, textile, and light industries, business, IT engineering, service and hospitality industries.

The internal quality assurance system of ATU JSC is based on ESG standards. The university staff consciously and adequately fulfills the requirements of ISO 9001:2015 Quality Management System, ISO 37001:2016 Anti-Corruption Management System. An anti-corruption culture of teaching staff, employees and students is being formed.

In 2023, Almaty Technological University demonstrated compliance with institutional, procedural, and cultural requirements and received an international certificate of institutional accreditation from the ASIIN e.V. agency Germany.

In 2023, the University successfully passed institutional accreditation by the IQAA agency.

According to the results of the institutional ranking of higher educational institutions in 2023, ATU took the prestigious 5th place among the best universities of the Republic of Kazakhstan (version of the IAAR agency).

The main specialized educational programs in the food and light industry annually take first place in the ranking of educational programs of universities in Kazakhstan.

Out of the 61 educational programs offered by EP JSC "ATU", the top three programs include 43.

Almaty Technological University is continuously improving its position and upholding a positive image in the external environment.

Thanks to the hard work of its staff in providing quality education and scientific activities, ATU has secured a place in the top 801-850 ranking of world universities, known as "QS WUR 2024". This is a great achievement that recognizes the university's dedication to proper education and development of its students.

JSC "ATU" has achieved a position of TOP 301-350 among universities in Asian countries in the "QS Asia 2023" international university ranking.

ATU JSC has secured the 14th position among universities in Central Asia in the "QS Central Asia 2023" international university ranking.

Almaty Technological University has been awarded 4 stars of distinction in the QS Stars rating system. It is worth noting that ATU JSC has received 5 stars in the areas of Training and Employment, highlighting the university's excellence in these areas.

JSC "ATU" has been included in the TOP-1000 in the UI Green Metric World University Rankings for its commitment to sustainable development.

Over the last decade, Almaty's population has significantly grown, leading to the formation of the Almaty agglomeration. The metropolis offers socio-economic benefits, including employment opportunities, quality education and healthcare, and infrastructure for leisure and sports. This has resulted in an increase in the percentage of people with higher education, from 30.4% to 61.4%.

Almaty has a high level of air pollution, according to RSE Kazhydromet. Over the past three years, the average annual level of fine dust PM<sub>2.5</sub> has increased by 20% to 36 µg/m<sup>3</sup>, largely due to an increase in the number of cars entering the city.

Air pollution is also caused by Almaty CHPP-2, the residential sector of suburban areas, and CHPP-3 of the Almaty region, as well as a large number of outdated vehicles.

ATU JSC is committed to addressing environmental challenges and participating in the UNDP's Sustainable Development Goals. To combat climate change, the university has implemented a waste sorting system and modernized the heating system of educational buildings. The academic buildings are equipped with energy-saving lighting systems.

Kazakhstan ranks 58th among 63 countries in the world for water use efficiency and has a cost of \$7.49 per cubic meter of water, indicating poor implementation of environmental agreements. The country is ranked 170th out of 180 countries in the Environmental Performance Index, with a percentile of 3.8. Kazakhstan faces challenges in high energy consumption, low water efficiency, high CO<sub>2</sub> emissions, poor implementation of environmental agreements, and low waste recycling. The recycling of recyclable materials in the country is also low.

ATU JSC plans to introduce environmentally friendly drinking water consumption for watering green spaces on its campus.

The university aims to provide high-quality education that meets the requirements of society and the state, with a focus on responsible leadership. This is in line with Kazakhstan's priority to reduce poverty and increase the incomes of its population, while also considering global changes and future challenges. ATU JSC continues to improve its educational platforms, materials, and processes to ensure effective learning.

ATU JSC has planned several measures in line with the Concept for the Development of Higher Education and Science in the Republic of Kazakhstan for 2023-2029. These measures aim to prevent the crisis associated with the demographic burden by providing more places at the university and in dormitories, creating modern infrastructure, and updating laboratory facilities.

The development program of Almaty for 2021-2025 includes statistical data on various indicators, including education. The Concept for the Development of Higher Education and Science in the Republic of Kazakhstan for 2023-2029 highlights a shortage of student places, estimated at 19.6 thousand, which is a concern. Additionally, the number of schoolchildren increases annually by an average of 12-15 thousand people, including attrition. In 2021, the number of students in public schools in the city was over 280,000, and in 2022, it increased to 292,000. This increase is expected to affect the number of applicants to universities, including ATU JSC. To address this challenge, the university is taking measures to expand its capacity, including plans to build a new academic building and dormitory by 2029.

JSC "ATU" currently has a student population of 8,003 people, including 7,627 bachelors.

The university boasts more than 60% of Kazakhstan's doctors of science and 45% of candidates of science and PhD in the field of food and light industry, underscoring its powerful scientific potential and leading position among universities in the country.

JSC "ATU" has implemented several innovations in its educational standards, taking into account the Atlas of New Professions and Competencies.

JSC "ATU" develops educational programs at all levels of training, taking into account the NQF, IQF, NCO, and PS, and they are included in the Register of Educational Programs of the Ministry of Education and Science of the Republic of Kazakhstan. The university regularly updates its existing educational programs. In addition, the educational institution REMC JSC "ATU" offers programs in three groups of higher and postgraduate education: Food Production, Textiles (Clothing, Footwear, and Leather Goods), and Restaurant and Hotel Business

JSC "ATU" is actively implementing a trilingual education program for bachelor's degree programs, aimed at training highly qualified and competitive personnel with linguistic competence in the state, Russian, and English languages. The program aims to produce graduates who are mobile in the international educational space and the labor market, with the ability to engage in intercultural communication. To support and develop trilingual education and linguistic competence, the university organizes English language courses for teaching staff and students every year, as well as internships for teaching staff in foreign universities.

Since 2012, ATU JSC has been issuing Appendices to the European Diploma Supplement to university graduates.

The university is committed to facilitating academic mobility for students and teaching staff through various programs, including double-degree educational programs and international academic exchange programs such as ERASMUS+ and DAAD.

However, due to the pandemic, the academic mobility of students has been negatively impacted, with international travel and exchange programs being suspended. The Kazakhstan was ranked 58th out of 63 countries in terms of the flow of foreign students according to the digital IMD rating. Despite these challenges, 73 foreign teachers were involved in the educational process for the 2022-2023 academic year, while 52 ATU JSC teachers were invited by foreign partner universities to teach. The university is also giving attention to improving the skills of its teaching staff, with the number of teachers who have completed advanced training growing annually.

According to UNESCO, in 2021 there were 6,361,963 foreign students in the world (5.1 million in 2016). According to forecasts, by 2025 the number of foreign students will be 8 million.

According to the IMD report, Kazakhstan is one of the top 63 countries in the world with a high percentage of literate population over 15 years of age, with a rate of 99%. Additionally, the country boasts a literacy rate of 97% among the population aged between 25-34 years.

However, the Almaty city development program for 2021-2025 acknowledges the low interest of the production sector in dual training due to the associated costs for enterprises at the initial stage of training. This means that dual training does not have enough time to meet the labor market needs promptly. To address this issue, it is necessary to modernize the approaches to training personnel with technical and professional education. This can be achieved through the provision of high-quality educational services and the interaction of businesses with professional education. In this regard, ATU JSC has introduced informal education programs that will be held at the "Competence Center." The center has developed courses and training modules to help people acquire additional knowledge, skills, and competencies.

Since 2019, ATU JSC has been operating a EDCT as part of the "Modernization of higher education in Central Asia through new technologies (HiEdTec)" project to adapt the educational system to the digital generation. The goal is to effectively use innovative educational technologies, disseminate innovative pedagogical experience, and establish ATU JSC's reputation in the national, European, and global educational space. To share the project's outcomes, the "Concept of adapting education to the digital generation" was developed and approved. This concept is recommended by MSHE RK as a guide for higher education institutions to transform their education digitally.

In the republican budget for 2021-2023, funding for science has nearly doubled, reaching KZT 71.6 billion in 2021, of which KZT 48.6 billion was allocated. In 2022, the funding increased to KZT 70.2 billion, with KZT 53.8 billion going to science.

Finally, in 2023, the funding amount is KZT149.4 billion, including KZT145.3 billion for MSHE.

When analyzing the internal R&D costs of the Republic of Kazakhstan, we can see that the state accounts for 58.2% of the funding, while enterprises contribute 33.5% and other sources make up 8.3%. The breakdown of research costs within the total amount of internal R&D costs shows that 40% is dedicated to engineering development and technology research, 29% to natural sciences research, 13.4% to agricultural sciences, 8.1% to medical sciences, 6.7% to humanities, and 2.8% to social sciences.

Funding for research and development at ATU JSC increased by 23% compared to 2018-2019. In that academic year, the amount of funding for research and development under state grants was 148,770,000 tenge. However, in 2022-2023, the amount of funding for research and development under state grants increased to 192,871,400 tenge.

Kazakhstan has published 12,200 research papers between 2019 and 2021, which accounts for 0.12% of the total publications in the Web of Science Core Collection. In comparison, Russia has a share of 2.59%, Belarus has 0.07%, Armenia has 0.04%, and Kyrgyzstan has 0.01%. Kazakhstan's ranking is 76th in the world, out of 213 countries according to this analytical tool.

ATU JSC scientists have published a total of 367 scientific papers on the Scopus database for the period of 2019-2023.

Recently, the Committee for Quality Assurance in the Field of Education of the Ministry of Education and Science of the Republic of Kazakhstan has issued an order (No. R-01/67 dated 01.06.2022) to open two dissertation councils for the defense of doctoral dissertations. These dissertations will be awarded the degree of Doctor of Philosophy in the following specialties: 6D072700 - "Technology of food products," 6D072800 - "Technology of processing industries," 6D073500 - "Food safety," 6D072600 - "Technology and design of light industry products," and 6D073300 - "Technology and design of textile materials."

According to the plans, ATU JSC hosts a number of international and republican scientific and technical events annually, which include 2 international and 1 republican scientific and practical conferences with international participants. These events are the International Scientific and Practical Conference "Innovative Development of Food, Light Industry and Hospitality Industry", the International Scientific and Technical Conference "Kazakhstan Cold", and the Republican Scientific and Practical Conference for Young Scientists "Science, Education, Youth".

Since September 2021, the journal "Bulletin of JSC" ATU "has been included in the List of publications recommended by the Committee for Quality Assurance in the

Field of Education and Science of the Ministry of Education and Science of the Republic of Kazakhstan for the publication of the main results of scientific activity (Order of the Chairman of the CQAFSHE of the Republic of Kazakhstan No. 776 of 29.10.2021). Work is underway to include the ATU Bulletin in the Scopus database.

The university has modern resources, its content provides conditions for the provision of high-quality educational services.

ATU JSC is located in 4 educational buildings with an area of more than 70 thousand square meters, there are physical education and sports facilities. Nonresident students are provided with places in five student dormitories, with a total area of 24704.2 sq.m.

ATU JSC has a publishing and advertising department equipped with modern facilities.

There are educational and distance portals providing students and teachers with educational and administrative information.

The focus of the university is on the informatization of education. As a part of its development strategy, the Scientific Library has been established to provide support for the educational process and scientific research. The library has four traditional reading rooms, two units for subscriptions, two Centers for Electronic Resources, electronic catalogs, and book depositories. The library has a book fund that contains 937,100 copies of books. More than 400,000 visits are registered annually, and up to 900,000 copies of books, magazines, and newspapers are issued. Additionally, the library provides access to more than 250 Kazakhstani and foreign periodicals.

The Scientific Library of ATU JSC regularly hosts events such as "Days of the Department in the Scientific Library" and "Ask the Librarian" for both PPS and students. It also reviews applications and purchases educational and scientific literature to support the learning process.

The library strives to improve the quality of its resources by sourcing materials from bookselling organizations, as well as domestic and foreign publishers. The National Bank of ATU JSC's electronic library serves as a platform to collect and distribute information and methodological resources of the university. To ensure the implementation of full technological cycles, the library uses the automated MARK-SQL system developed by RPA Inform-System, Moscow.

The university ensures that students and teaching staff have easy access to a variety of domestic, international, and inter-university educational library platforms. These include the Republican Inter-university Electronic Library "RMEB", JSC "Republican Scientific and Technical Library", RSE on the REM "Gylym Ordasy", ELS "ZNANIUM.COM" (Moscow), EBS "Lan" (St. Petersburg), EBS "IPRbooks"

(Moscow), EBS EBSCOhost (USA), Publishing House "GREBENNICON" (Moscow), and national subscription to the "Wiley Online Library", among others. To cater to the needs of students and teaching staff, traditional and online services are available through the Telegram channel and the "Library in touch" chat. This system is the first step towards the deployment of the Smart Infrastructure system. An electronic document management system was implemented, leading to increased efficiency in business processes. The system decreased the number of employee movements between buildings, improved transparency in working with documents, and accelerated document management technology.

A SWOT analysis was conducted to evaluate the existing system and identify its strengths and weaknesses:

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>● Forecasting and regulating changes in the labor market: The university strives to stay ahead of the curve by anticipating changes in the job market and identifying areas for training specialists. This helps ensure that graduates are well-prepared to enter the workforce and contribute to the economy.</li> <li>● Expanding opportunities for internationalization and academic mobility: The university is committed to promoting internationalization and academic mobility, and adheres to the principles of the Bologna process. This involves facilitating exchange programs for students and faculty, as well as creating an environment that supports academic integrity.</li> <li>● Enhancing competitiveness and recognition: ATU JSC aims to enhance its reputation and recognition by representing itself in world university rankings. This helps attract top talent, increase the quality of education, and ultimately</li> </ul>	<ul style="list-style-type: none"> <li>● Incomplete coverage of inclusive education - Shortage of space in dormitories</li> <li>● Insufficient number of teaching staff publications in high-impact international publications</li> <li>● Decrease in the quality of teaching staff as per external GOP</li> <li>● Weak involvement of foreign language teaching staff and students.</li> </ul>

contributes to the university's success.	
Opportunities	Threats
<ul style="list-style-type: none"> <li>● Expansion of educational migration</li> <li>● Increasing interest from foreign universities for collaboration</li> <li>● Demographic growth in Kazakhstan</li> <li>● Development of digital technologies at ATU JSC.</li> </ul>	<ul style="list-style-type: none"> <li>● Decline in the global ranking of science</li> <li>● Increasing demographic burden on the higher education system</li> <li>● Untimely defense of PhD dissertations.</li> </ul>

## 2. MISSION, VISION, VALUES AND DEVELOPMENT PROSPECTS of JSC “ATU”.

### MISSION

Our mission is to provide high-quality education that matches the standards of the best universities in the world, while also preserving and disseminating knowledge.

### VISSION

The vision for Almaty technological university is to drive economic development by generating and sharing cutting-edge knowledge and innovations. Join us in building a brighter future for Kazakhstan.

### DEVELOPMENT PROSPECTS of JSC “ATU”

As part of our future development at ATU JSC, we have planned several initiatives to achieve our main performance indicators. We aim to expand our educational programs at all levels, including non-formal education and professional retraining, to meet the growing demands of the labor market.

To increase the effectiveness of our scientific research, we plan to enhance the volume and quality of research within our educational programs, and attract top scientists and research groups to join our team. Improvement and development of our research centers and laboratories will also remain a key focus.

We plan to strengthen our partnerships by developing collaborations with government organizations, industrial enterprises, start-ups, and innovation centers. Our goal is to build long-term relationships that facilitate joint research, projects, and the exchange of experts. We will work towards developing and implementing joint educational programs, scientific projects, research, and academic mobility programs for both students and teaching staff.

In the future, we plan to attract external investments to support the development of science and enhance the educational process at the university. We also aim to expand our international cooperation with leading universities, educational and research centers worldwide, to create an intercultural and collaborative learning environment.

We plan to develop our infrastructure and economic resources by expanding and modernizing our teaching and research facilities, laboratories, and scientific library. Our aim is to create an advanced, state-of-the-art learning and research environment that will support the growth and development of our institution.

In the future, JSC "ATU" aims to integrate modern information technologies into our educational platforms to support effective learning and research activities. We are committed to providing access to up-to-date literature and resources that will enable our students and faculty to stay at the forefront of their respective fields.

We plan to strengthen our marketing and reputation by promoting the university in the educational services market, increasing its visibility and attractiveness for potential students and partners. This will involve active use of digital and media channels for communication and promotion. Our goal is to constantly increase the reputation of the university through the outstanding achievements of our students, teachers, and researchers.

### **3. STRATEGIC DIRECTIONS, GOALS, TARGETS INDICATORS AND WAYS TO ACHIEVE THEM**

Almaty Technological University is committed to becoming a top entrepreneurial university that actively promotes interaction, the development of higher and postgraduate education, and the continuity of education, entrepreneurship, and innovation.

JSC "ATU" has identified priority areas of activity and set goals that it aims to achieve by 2029.

**Strategic direction I:** Development of higher and postgraduate education.

**Goal:** Enhancing the quality of educational programs and improving the learning processes.

**Targets:**

1. Training individuals with higher education that meets labor market demands.
2. Improving the proficiency of the teaching staff..
3. To strengthen partnerships and collaborations with foreign universities and organizations abroad.

<b>Targets indicators</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>
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Percentage of graduates employed in the first year after graduation, %	85	85	86	86	87	87	88
A percentage of teaching staff of JSC "ATU", attracted by foreign partner universities to teaching/research activities (% of total staff teaching staff)	2,5	3	4	7	9	12	15
Percentage of teaching staff, who have undergone advanced training, retraining, or internship for teaching/research activities, %	70	80	85	90	95	100	100
Percentage of teaching staff teaching in English from the total number of teaching staff, %	21	25	30	35	40	45	50

**Ways to achieve:** Educational programs will be updated regularly to meet the demands of the labor market with necessary skills, knowledge and competencies.

To provide students with practical experience, we will organize various activities such as internships, workshops, projects with real customers, and collaboration with enterprises and organizations. We will establish partnerships with employers and create mechanisms for active interaction and feedback to ensure the quality of graduates and their conformity with the labor market requirements.

Additionally, we will develop soft skills, including communication, leadership, and presentation skills, in our training programs to equip students with the skills that employers seek for successful professional activities. Regular consultations with employers will be provided to ensure the students' skills meet their needs.

The process of monitoring and evaluating the results will involve collecting information about the employment of graduates and their success in the job market. Feedback from employers and graduates will be analyzed to identify areas for improvement and make necessary adjustments to educational programs and processes.

ATU JSC offers professional training and development opportunities for TS and administrative personnel through advanced training programs, master classes, webinars, and other forms of training. These methods of work provide modern approaches and effective tools to improve the efficiency and effectiveness of TS and administrative personnel activities. The company will create a conducive work environment to support TS and administrative staff, provide remuneration for their contributions, and offer opportunities for career advancement.

Expanding mobility programs for students and teachers with foreign universities can be beneficial in several ways. It can allow them to gain valuable experience in learning and teaching in an international environment. Additionally, it can facilitate the

exchange of knowledge and experience with colleagues from other countries. Therefore, it is important to focus on creating and promoting such programs to enhance the overall educational experience for everyone involved.

It is essential to continue improving internship programs and practices globally by offering opportunities for students and teachers to participate in internships and practices at foreign universities, organizations, and scientific centers. This will help them gain practical skills, broaden their professional horizons, and establish international professional connections.

We should also focus on strengthening networks of international projects and research that encourage the exchange of knowledge, scientific exploration, and the establishment of global scientific networks. By participating in advanced research, both teaching staff and students can contribute to the global scientific environment.

We develop multilingual training programs with the aim of attracting global students and teachers, offering them unparalleled opportunities to study and teach in a foreign language while enhancing their language competencies.

**Strategic direction II:** To encourage the development of entrepreneurship, innovation, and the commercialization of scientific projects.

**Goal:** An integrated platform for business incubators to support startups, with active participation from students, teachers, and external partners.

**Targets:**

1. Establish financial stability for ATU JSC in the long-term
2. Development of research activities to create an integrated platform for the business incubator of “ATU” JSC.

<b>Targets indicators</b>	2023	2024	2025	2026	2027	2028	2029
The percentage of attracted investments for the development of the university from the total income of the university (in thousands of tenge).	6,1	6,6	7,28	7,67	8,43	8,51	9,67
The percentage of revenues received from scientific activities, innovative developments and commercialized projects (% of total budget “ATU” JSC).	5,68	6,19	6,79	7,13	7,84	7,85	8,85
The percentage of young people involved in social activities to citizenship and patriotism, %	75	80	85	90	95	97	98
The percentage of young teaching staff engaged in research activities, %	21	30	40	50	60	70	80
Number of scientific articles of TS and university scientists in indexed scientific journals, units.	124	150	200	250	300	400	500

**Ways to achieve:** to achieve our goals, we plan to foster an entrepreneurial culture by offering programs, courses, and events that develop skills and mindset in students and employees.

Our plan is to establish partnerships with enterprises and innovative organizations in order to exchange experience and create opportunities for entrepreneurial activity. This includes supporting startups and innovative projects through the creation of incubators and technology parks that provide resources, space, and support for their development.

We will also provide complete and constructive information on financial support, grants, and investments available for promising student research projects and startups. The university plans to strengthen its relationship with the business community by partnering with enterprises, industry associations, and industries for joint projects, internships, research and development collaborations. This will include organizing meetings, conferences, forums, and other events to facilitate knowledge sharing and collaboration with the business community. The university also aims to support and encourage scientific research and innovative projects among teachers and students. This will involve creating specialized scientific laboratories, centers, and institutes to focus on key areas of university development.

**Strategic direction III:** Development of infrastructure and digital architecture of the university.

**Goal:** The development of contemporary and highly sophisticated infrastructure.

**Targets:**

1. Modernization and upgrading infrastructure.
2. Improving social support for students.

<b>Targets indicators</b>	2023	2024	2025	2026	2027	2028	2029
The percentage of funds spent on updating educational and scientific equipment (% of total costs)	10	10	11	11	12	12	13
The percentage of updated R&D laboratory equipment (%)	3,5	4	5	6	7	9	10
Number of courses for the development of the “Silver University” project	2	2	3	4	5	6	7
The percentage of digitalization of ATU JSC activities (% of the executed digitalization plan)	75	80	85	90	95	100	100

The percentage of students participating in organized social activities, such as student government and debates, aimed at promoting citizenship and patriotism., %	70	71	72	74	76	78	80
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**Ways to achieve:** the objectives of modernizing and developing physical infrastructure will be achieved by reconstructing and constructing new educational and administrative buildings, laboratories, libraries, and other facilities that meet modern standards and the needs of the university community. The plan is to create modern classrooms, laboratories, multimedia halls, and other facilities to ensure accessibility and comfort of educational and research spaces for effective training and research activities.

The university plans to strengthen its digital infrastructure by improving the network infrastructure and increasing the speed and quality of internet connection in all educational and administrative buildings. This will enable the effective use of modern information systems and technologies such as electronic learning management platforms, electronic libraries, cloud data storage, and other digital tools to enhance knowledge access and information sharing.

Additionally, the university plans to enhance the skills of its employees by providing training on topics such as inclusive education, digital technologies, and information security. This will ensure that the staff is able to effectively use the university's modern digital infrastructure.

The university plans to train IT specialists to develop and maintain its digital infrastructure. This will help in regularly monitoring and evaluating the effectiveness of the university's infrastructure and digital architecture based on usage data and user satisfaction. It is important to note that feedback from students, staff, and other stakeholders will be systematically collected and analyzed to identify areas for improvement and adjust development strategies accordingly.

Furthermore, the plan includes expanding and modernizing the university's hostels to provide more affordable and comfortable accommodation for students, ensuring safety, providing amenities, and necessary services.

We are determined to promote environmental awareness and sustainability by implementing various programs and initiatives. Our primary focus will be on organizing impactful environmental events, campaigns, and educational programs to help raise students' awareness of environmental issues and instill environmentally responsible behavior in them. We firmly believe that our efforts can make a significant and positive impact on the environment, helping to create a more sustainable future.

The plan is to continue developing volunteer and charitable activities by creating and supporting volunteer programs and projects. These initiatives will involve students in

volunteering to support social, environmental, and charitable causes. To achieve this goal, we will organize events and projects aimed at solving social issues and supporting vulnerable groups, including creating opportunities for the education and development of students with special educational needs and disabled individuals. We will ensure that all students have access to educational resources, adaptive technologies, and support they need. Additionally, inclusive education programs will be developed and implemented.

#### **4.EXPECTED RESULTS**

The university aims to improve the quality of higher education by focusing on the “**development of higher and postgraduate programs**”. The goal is to produce highly skilled graduates who can meet the demands of the current labor market. To achieve this, the university will actively participate in scientific and innovative projects, contributing to the growth and advancement of both society and the economy.

The objective of "**strengthening international partnerships and collaborations with universities and organizations abroad**" can be achieved through various means. One way is by increasing the number of international students attending the university, which can be done by making the university more attractive to them. This can be achieved by offering international educational programs such as double diplomas, joint programs, and student exchange programs. Another way is by collaborating with foreign universities and research organizations for joint research projects in order to develop international research projects. Language programs, foreign language communication, and language training can help enhance the language skills of university students and staff, contributing to the achievement of this objective.

The expected results associated with the strategic direction “encouraging the development of entrepreneurship, innovation, and the commercialization of scientific projects” will allow Almaty Technological University to be a leader in entrepreneurship and innovation, training in-demand graduates. Successfully integrated business incubator platform for commercializing ideas and developing new technologies. The university will actively collaborate with the business community, industrial partners, and government authorities, creating favorable conditions for the development of an ecosystem of entrepreneurship and innovation.

The expected results, in the strategic area "**Development of infrastructure and digital architecture of the university**" are associated with the development of infrastructure and digital architecture of the university, which will create a modern and innovative educational environment, ensure the convenience and efficiency of training, improve the availability and flexibility of the educational process, and stimulate

research and innovation at the university. The purpose of this strategic direction is to create a modern and technologically developed infrastructure.

### Expected outcomes in 2029

12500/1000/200 people.	Undergraduate/Graduate/Doctoral Student contingent
1400/100 people.	Internationalization of study process, students/teaching staff
500/100, units.	Increase in publication and patent activity of university scientists in indexed scientific journals.
Not less than 85%	Satisfaction of students and consumers/stakeholders with the range of educational services of the university.
7%/4%	Sustainable development of the university, profitability/liquidity.

## 5. RESOURCES

АО «Алматинский технологический университет» располагает ресурсами, которые совместно позволяют реализовывать стратегические направления, достигать целей и обеспечивать качественное образование и научно-исследовательскую деятельность.

**1. Financial resources**, (billion tenge): 2023 y. – 6,2; 2024- 7,2; 2027- 9,8; 2029 -11,7. Including:

- Income from educational activities, including tuition fees, conferences, seminars, and other paid services.
- Grants and investments received from public or private organizations to support scientific research and development.

**2. Material and technical resources**, (billion tenge): 2023 y. –1,8; 2024- 2,3; 2027- 2,4; 2029 -2,5. Including:

- Repair of educational buildings, auditorium, laboratory, and specialized premises for practical classes and research.
- Libraries with extensive collections of educational materials, scientific publications, and electronic resources.
- Repair and construction, educational buildings, dormitories and to ensure comfortable living and recreation conditions for students.

**3. Human resources**, (billion tenge): 2023 y. –3,4; 2024- 4,09; 2027- 5,9; 2029 -7,4.

- Labor Remuneration Fund, social contributions, compulsory medical insurance, and other taxes: teaching staff, researchers, and administrative personnel ensuring the functioning of the university and the quality of the educational process.
- Experts and consultants involved in the implementation of joint projects.

**4. Informational resources**, (billion tenge): 2023 y. –2,3; 2024- 2,6; 2027-3,8; 2029 - 4,6. Including:

- Expenses for the purchase of equipment and office equipment, software, expenses for the maintenance of network infrastructure necessary to support educational and research activities.
  - Costs of maintaining electronic databases, journals, online resources, and other sources, providing access to up-to-date knowledge and modern research.
- 5. Partners resources, (million tenge):** 2023 y. –117,4; 2024 - 144,6; 2027- 258,2; 2029 -378,250. Including:
- Cooperation with other universities, traditional and educational institutions, enterprises and organizations that can provide additional resources for projects of participants within the framework of cooperation.

6. ACTION PLAN FOR IMPLEMENTATION OF THE DEVELOPMENT PROGRAM JSC “ALMATY TECHNOLOGICAL UNIVERSITY”  
FOR 2023-2029

#	Targets indicators	Responsible SD	Activity plan
<b>STRATEGIC DIRECTION I: DEVELOPMENT OF HIGHER AND POSTGRADUATE EDUCATION.</b>			
<b>Goal: Enhancing the quality of educational programs and improving the learning processes.</b>			
<b>Target 1. Training individuals with higher education that meets labor market demands</b>			
1.	The total number of students studying at JSC ATU (Planned contingent by year, number of people.)	CFD, MD, Faculty Deans, Heads of departments, IRaAMD, CC EMD	<ol style="list-style-type: none"> <li>1. Organize events to attract applicants, holding open days: conduct webinars and presentations for applicants.</li> <li>2. Actively use social networks and online advertising to promote the OP. Posting information about educational programs, student successes, and other interesting events on the website. Provide information on social media. networks, on the ATU website about the possibility of receiving scholarships or financial support for studying at ATU JSC.</li> <li>3. Establish partnerships with schools and organize educational events master classes, and courses for high school students.</li> </ol>
2.	The percentage of international students in university (% of total sum of students)	Faculty Deans IRaAMD, CFD,	<ol style="list-style-type: none"> <li>1. Take part in international education fairs.</li> <li>2. Improve communication mode.</li> <li>3. Create multilingual resources.</li> <li>4. Take part in the exchange of international programs.</li> </ol>
3.	Percentage of graduates employed in the first year after graduation JSC “ATU”, %: Bachelor	CK EMD	<ol style="list-style-type: none"> <li>1. Continue to cooperate with the developers of the Beam.kz platform. Organize and conduct guest lectures and master classes by representatives of the business community. Provide all possible forms of consultation by Career Center staff in the form of live broadcasts for students on employment issues. Conducting mock interviews. Organizing and conducting seminars on resume</li> </ol>
3.1	Masters	PED	

#	Targets indicators	Responsible SD	Activity plan
			<p>writing. Organize and conduct job fairs, company presentations, and career days.</p> <p>2. Organize and conduct excursions and events to familiarize yourself with the work process in companies.</p> <p>3. Organizing and conducting seminars on the development of professional skills.</p>
<b>Target 2. Improving the proficiency of the teaching staff.</b>			
1.	Percentage of teaching staff, who have undergone advanced training, retraining, or internship for teaching/research activities, %	PMD, Competencies center, EMD	<p>1. Organization of training seminars and courses</p> <p>2. Development and monitoring of a professional development/internship plan</p>
2.	A percentage of teaching staff of JSC "ATU", attracted by foreign partner universities to teaching/research activities (% of total staff teaching staff)	IRaAMD, PMD	<p>1. Organization of seminars and conferences.</p> <p>2. Activation of the system of exchange of teaching staff and researchers with partner universities.</p> <p>3. Involving teaching staff and researchers in internship programs.</p> <p>4. Increase in partnership research programs (collaborations).</p> <p>5. Active use of marketing tools to promote JSC ATU in the global space.</p> <p>6. Improving working conditions, including access to library resources and laboratory equipment.</p> <p>7. Creation of a network of contacts with foreign teaching staff and researchers.</p>
3.	Ratio of the number of teaching staff with a degree from the total number of teachers	EMD, PMD	<p>1. Competitive selection of teaching staff.</p> <p>2. Development of a system for advanced training of teaching staff (targeted training in doctoral studies).</p> <p>3. Personnel reserve.</p>
<b>Target 3. To strengthen partnerships and collaborations with foreign universities and organizations abroad.</b>			

#	Targets indicators	Responsible SD	Activity plan
1.	The percentage of attracted foreign scientists with an H-index (%of the total staff number of teaching staff)	Faculty Deans, Heads of departments IRaAMD, SD, PMD	1. Increase the number of participants in academic mobility. 2. Active participation of the scientific community of JSC “ATU” at international conferences and seminars. 3. Development of a range for international relations. 4. Provide modern research laboratories and infrastructure for foreign scientists. 5. Support in matters of adaptation and visa formalities. Assistance to foreign scientists with visas and other administrative issues. 6. Creation of a reserve from among students.
2.	The percentage of students (outgoing and incoming mobility) studying within the framework of internal academic mobility	IRaAMD	
3.	The percentage of students (outgoing and incoming mobility) studying as part of external academic mobility for undergraduate and graduate students	IRaAMD	
4.	Percentage of teaching staff teaching in English from the total number of teaching staff, %	EMD, PED, PMD	1. Improving the language competencies of teaching staff at ATU JSC through the organization of English language courses. 2. Internships for teaching staff in foreign countries. 3. Intensify the participation of students in external and internal academic mobility programs in order to improve language competencies. 4. Development of teaching materials for special disciplines in English. 5. Recruitment of applicants with English as the language of instruction.
<b>STRATEGIC DIRECTION 2: TO ENCOURAGE THE DEVELOPMENT OF ENTREPRENEURSHIP, INNOVATION, AND THE COMMERCIALIZATION OF SCIENTIFIC PROJECTS.</b>			
<b>Goal: An integrated platform for business incubators to support startups, with active participation from students, teachers, and external partners.</b>			
<b>Target 1. Establish financial stability for “ATU” JSC in the long-term</b>			
1	Achieving a sustainable financial position of the university	EaBPD	1. A stable financial position is to be achieved by: <ul style="list-style-type: none"> <li>• Increasing the number of students and the cost of training.</li> </ul>

#	Targets indicators	Responsible SD	Activity plan
			<ul style="list-style-type: none"> <li>• Attracting investments from business representatives, local executive bodies.</li> <li>• Financing from the Ministry of Education and Science, Local Executive Education, Endowment of JSC “ATU”, provision of educational services, research, and development.</li> <li>• Commercialization of scientific and start-up projects.</li> </ul>
2	The percentage of attracted investments for the development of the university from the total income of the university	Endowment fund, EaBPD	<ol style="list-style-type: none"> <li>1. Участие в программах целевого финансирования научно-исследовательских проектов.</li> <li>2. Участие в конкурсах на грантовое финансирование по научным и научно-техническим проектам.</li> <li>3. Увеличение количества инвесторов.</li> </ol>
3	The percentage of investments in the Endowment Fund from the total income of the university		
<b>Target 2. Development of research activities to create an integrated platform for the business incubator of “ATU” JSC.</b>			
1	The percentage of revenues received from scientific activities, innovative developments and commercialized projects (% of total budget “ATU” JSC).	Vice-rector for SI EaBPD	<ol style="list-style-type: none"> <li>1. Commercialization of scientific research results.</li> <li>2. Introduction of the results of scientific activity into production.</li> </ol>
2	Number of projects financed by local executive bodies and business representatives	Directors of SRI	<ol style="list-style-type: none"> <li>1. Participation in competitions for grant funding.</li> <li>2. Attracting investment from business representatives.</li> </ol>
3	Number of young scientists participating in funded research	SD	<ol style="list-style-type: none"> <li>1. Participation of young scientists in the “Zhas Galym” competition.</li> <li>2. Preparation of doctoral dissertations within the framework of funded research work.</li> <li>3. Involving young scientists in preparing projects for grant funding.</li> </ol>
4	Planning of ongoing “Startup projects”.	Faculty Deans, Heads of departments SD	<ol style="list-style-type: none"> <li>1. Creating favorable conditions for students, master’s students, doctoral students and teachers for the preparation of high-tech start-up projects.</li> <li>2. Participation in the acceleration program for bringing to market.</li> </ol>

#	Targets indicators	Responsible SD	Activity plan
5	Number of scientific developments introduced into production	Heads of departments, SD, SRI Council of young scientists	. Strengthen the work of the Center for Technology Transfer, Education, and Entrepreneurship to organize interaction between subjects of scientific and (or) scientific and technical activities and private businesses.
6	The percentage of teaching staff engaged in research activities	Faculty Deans, Heads of departments, SD	1. Creation of a temporary research team to encourage teaching staff based on the results of publications and participation in scientific publications.
7	The percentage of young teaching staff engaged in research activities, %	Faculty Deans, Heads of departments, SD, Council of young scientists	1. Conducting intra-university competitions for various types of grant funding. 2. Participation of young scientists in the “Zhas Galym” competition.
8	Number of scientific articles of TS and university scientists in indexed scientific journals, units.	Faculty Deans, Heads of departments SD, Council of young scientists	1. Involvement of famous foreign researchers as doctoral student supervisors. 2. Conducting research together with foreign scientists. 3. Participation in seminars on the preparation of articles for high-ranking journals; financial incentives for authors of articles and reviews in high-ranking publications Q1, Q2 Journal Citation Reports JCR.

**STRATEGIC DIRECTION 3. DEVELOPMENT OF INFRASTRUCTURE AND DIGITAL ARCHITECTURE OF THE UNIVERSITY.**

**Goal: The development of contemporary and highly sophisticated infrastructure.**

**Target 1. Modernization and upgrading infrastructure.**

#	Targets indicators	Responsible SD	Activity plan
1.	The percentage of expenses for replenishing the book fund and educational literature	Director of SL	<ol style="list-style-type: none"> <li>1. Work with teaching staff and students on issues of low-income disciplines, educational publications and accepting applications.</li> <li>2. Planning the supply of educational literature with the participation of departments and publishing houses:               <ol style="list-style-type: none"> <li>a) monitoring the quality of the book market, tracking thematic plans of publishing houses;</li> <li>b) analysis of the services provided by publishing houses;</li> <li>c) monitoring the fulfillment of orders, and receiving books.</li> </ol> </li> </ol>
2.	Allocation of budget for the construction of new dormitories, and modernization of existing ones.	Vice-rector for AaEI, EaBPD	The allocation of the budget is considered by the budget commission, construction activities, and repairs of existing.
3.	Increase in the number of dormitory beds for students	Vice-rector for UW	
4.	The percentage of funds spent on updating educational and scientific equipment (% of total costs)	Vice-rector for SI	<ol style="list-style-type: none"> <li>1. Budget allocation is reviewed by the budget commission, and activities are planned.</li> <li>2. Monitoring of the existing research laboratory equipment base.</li> <li>3. Development and modernization of research laboratory equipment within the framework of collaboration.</li> </ol>
5.	The percentage of financial resources spent on updating educational and scientific equipment		
6.	Number of courses for the development of the “Silver University” project	Competencies center	<ol style="list-style-type: none"> <li>1. Analysis of needs and goals.</li> <li>2. Organization of the development of working curricula/programs.</li> <li>3. Program evaluation and improvement.</li> <li>4. Cooperation with employers.</li> </ol>
7.	Number of training programs aimed at improving the competence of categories of people in need of training and employment		
8.	Number of students in non-formal education programs		
9.	The percentage of digitalization of ATU JSC activities (% of the executed digitalization plan)	ITD	<ol style="list-style-type: none"> <li>1. Conducting a review of the current state of digital technologies.</li> <li>2. Defining the goal and results of successful digital transformation.</li> <li>3. Organizing employee training in new digital skills.</li> <li>4. Timely digitalization plan.</li> </ol>

#	Targets indicators	Responsible SD	Activity plan
10.	The percentage of online courses (MOOCs) in the disciplines of the educational plans of EP higher, postgraduate and additional education on the educational platform of ATU JSC	ETDC	<ol style="list-style-type: none"> <li>1. Conducting seminars/courses on the development and implementation of MOOCs.</li> <li>2. Approval of the plan for the development of online courses (MOOCs)/DER.</li> <li>3. Organization of the development of online courses (MOOCs)/DER.</li> <li>4. Placement of online courses (MOOCs)/DER on the educational platform of JSC "ATU".</li> <li>5. Monitoring of developed online courses (MOOCs)/DER.</li> <li>6. Analysis of demand and needs, feedback and adaptation.</li> </ol> Constant updating and development of the educational platform.
<b>Target 2. Improving social support for students.</b>			
1	The level of created conditions for inclusive education at the university in accordance with the checklist*	Vice-rector for AA, Vice-rector for AaES, Vice-rector for UW, EMD PED, EaBPD	<ol style="list-style-type: none"> <li>1. Updating a special version of the site for students with special educational needs.</li> <li>2. Psychological and pedagogical support for EP students by assigning responsible persons who have completed an online internship.</li> <li>3. Continuation of the functioning of a special office for psychological and pedagogical support for students, teaching staff, and other staff.</li> <li>4. Technical support in main campus, campus-2, in dormitories of stairs: elevators, ramps, etc.</li> <li>5. Increasing the share of teaching staff with special training to work with students with special education needs.</li> </ol>
2	Increasing the number of young people covered by military-patriotic education, including through military sports events	Vice-rector for UW	<ol style="list-style-type: none"> <li>1. Conducting sports and athletics competitions, competitions, round tables, cleanup days, etc.</li> <li>2. Organization and conduct of elections of heads of student government bodies of ATU; meetings, special events.</li> <li>3. Organizing and carrying out work to attract students to the volunteer movement, the charity event "Always Saving Good", and "ATU-for a Clean City"</li> </ol>
3	The percentage of students participating in organized social activities, such as student government and debates, aimed at promoting citizenship and patriotism., %		
4	Increasing the percentage of young people involved in volunteer, charitable and environmental initiatives		

#	<b>Targets indicators</b>	<b>Responsible SD</b>	<b>Activity plan</b>
5	Social and psychological support for families with disabled children with disabilities		4. Sociological survey of students to identify socio-demographic data of students, conducting group and individual correctional and developmental work with students.

**TARGETED INDICATORS OF THE DEVELOPMENT PROGRAM  
JSC “ALMATY TECHNOLOGICAL UNIVERSITY” FOR 2023-2029**

#	Targets indicators	Responsible SD	Unit measurement	Targets indicator's rates						
				Reporting year	In the planning period					
				2023	2024	2025	2026	2027	2028	2029
<b>STRATEGIC DIRECTION I: DEVELOPMENT OF HIGHER AND POSTGRADUATE EDUCATION.</b>										
<b>Goal: Enhancing the quality of educational programs and improving the learning processes.</b>										
<b>Target 1. Training individuals with higher education that meets labor market demands</b>										
1	The total number of students studying at JSC ATU (Planned contingent by year, number of people.)	CFD Faculty Deans	Students	8000	8500	9000	9800	10 800	11 500	12500
2	The percentage of international students in university (% of total sum of students)	Faculty Deans IRaAMD, CFD	%	3	5	6	10	14	17	20
3	Percentage of graduates employed in the first year after graduation JSC “ATU”, %: Bachelor	CK EMD	%	85	85	86	86	87	87	88
3.1	Masters	PED	%	89	90	92	94	94	95	95
<b>Target 2. Improving the proficiency of the teaching staff.</b>										

#	Targets indicators	Responsible SD	Unit measurement	Targets indicator's rates						
				Reporting year	In the planning period					
				2023	2024	2025	2026	2027	2028	2029
1	Percentage of teaching staff, who have undergone advanced training, retraining, or internship for teaching/research activities, %	PMD, Competences center, EMD	%	70	80	85	90	95	100	100
2	A percentage of teaching staff of JSC "ATU", attracted by foreign partner universities to teaching/research activities (% of total staff teaching staff)	IRaAMD, PMD	%	2,5	3	4	7	9	12	15
3	Ratio of the number of teaching staff with a degree from the total number of teachers	EMD, PMD	%	55	55	56	56	57	57	57
<b>Target 3. To strengthen partnerships and collaborations with foreign universities and organizations abroad.</b>										
1	The percentage of students (outgoing and incoming mobility) studying within the framework of internal academic mobility	IRaAMD	%	3	3,5	4	6	8	12	15
2	The percentage of students (outgoing and incoming	IRaAMD	%	0,5	0,7	0,8	1	1,32	1,7	2

#	Targets indicators	Responsible SD	Unit measurement	Targets indicator's rates						
				Reporting year	In the planning period					
				2023	2024	2025	2026	2027	2028	2029
	mobility) studying as part of external academic mobility for undergraduate and graduate students									
3	The percentage of attracted foreign scientists with an H-index (%of the total staff number of teaching staff)	Faculty Deans, Heads of departments IRaAMD, SD, PMD	%	3	4	5	7	10	15	20
4	Percentage of teaching staff teaching in English from the total number of teaching staff, %	EMD, PED, PMD	%	21	25	30	35	40	45	50
<b>STRATEGIC DIRECTION 2: TO ENCOURAGE THE DEVELOPMENT OF ENTREPRENEURSHIP, INNOVATION, AND THE COMMERCIALIZATION OF SCIENTIFIC PROJECTS.</b>										
<b>Goal: An integrated platform for business incubators to support startups, with active participation from students, teachers, and external partners.</b>										
<b>Target 1. Establish financial stability for “ATU” JSC in the long-term</b>										
1.	Achieving a sustainable financial position of the university	EaBPD	Тыс.тг	6 655 738,5	7 741 867,1	8 595 371,5	9 601 831,4	10 726 675,1	11 704 854,2	12 997 351,8
2.	The percentage of attracted investments for the development of the	EaBPD	%	6,1	6,6	7,28	7,67	8,43	8,51	9,67

#	Targets indicators	Responsible SD	Unit measurement	Targets indicator's rates						
				Reporting year	In the planning period					
				2023	2024	2025	2026	2027	2028	2029
	university from the total income of the university									
3.	The percentage of investments in the Endowment Fund from the total income of the university	Endowment fund, EaBPD	%	0,6	0,7	0,8	0,9	1	1,1	1,2
<b>Target 2. Development of research activities to create an integrated platform for the business incubator of "ATU" JSC.</b>										
1	The percentage of revenues received from scientific activities, innovative developments and commercialized projects (% of total budget "ATU" JSC).	Vice-rector for SI EaBPD	%	0,5	0,6	0,7	0,8	0,9	1	1,1
2	Number of projects financed by local executive bodies and business representatives	Vice-rector for SI EaBPD	%	1	3	5	7	10	12	15
3	Number of young scientists participating in funded research	Vice-rector for SI	Units.	20	25	30	35	40	45	50
4	Planning of ongoing "Startup projects"	Vice-rector for SI	Units	4	15	20	35	40	45	50

#	Targets indicators	Responsible SD	Unit measurement	Targets indicator's rates						
				Reporting year	In the planning period					
					2023	2024	2025	2026	2027	2028
5	Number of scientific developments introduced into production	Vice-rector for SI	Units	2	3	5	6	8	10	12
6	The percentage of teaching staff engaged in research activities	Vice-rector for SI	Units	70	70	75	75	80	80	85
7	The percentage of young teaching staff engaged in research activities	Vice-rector for SI	Units	21	30	40	50	60	70	80
8	Number of scientific articles of TS and university scientists in indexed scientific journals, units.	Vice-rector for SI	Units	124	150	200	250	300	400	500
<b>STRATEGIC DIRECTION 3. DEVELOPMENT OF INFRASTRUCTURE AND DIGITAL ARCHITECTURE OF THE UNIVERSITY.</b>										
<b>Goal: The development of contemporary and highly sophisticated infrastructure.</b>										
<b>Target 1. Modernization and upgrading infrastructure.</b>										
1	The percentage of expenses for replenishing the book fund and educational literature	Director of SL	%	1,3	1,4	1,5	1,6	1,7	1,8	1,9
2	Allocation of budget for the construction of new dormitories, and	Vice-rector for AaEI, EaBPD	Thousands tenge	770 000,0	220 000,0	227 000,0	1 140 000,0	250 000,0	270 000,0	1 700 000,0

#	Targets indicators	Responsible SD	Unit measurement	Targets indicator's rates						
				Reporting year	In the planning period					
				2023	2024	2025	2026	2027	2028	2029
	modernization of existing ones.									
3	Increase in the number of dormitory beds for students	Vice-rector for UW	Units	304	0	0	400	0	0	400
4	The percentage of funds spent on updating educational and scientific equipment	Vice-rector for SI	%	3,5	4	5	6	7	9	10
5	The percentage of financial resources spent on updating educational and scientific equipment	Vice-rector for SI	%	10	10	11	11	12	12	13
6	Number of courses for the development of the "Silver University" project	Competences center	Units	2	2	3	4	5	6	7
7	Number of training programs aimed at improving the competence of categories of people in need of training and employment	Competences center	Units	3	3	4	5	6	7	7
8	The percentage of digitalization of ATU JSC activities (% of the executed digitalization plan)	ITD	%	75	80	85	90	92	95	100

#	Targets indicators	Responsible SD	Unit measurement	Targets indicator's rates						
				Reporting year	In the planning period					
				2023	2024	2025	2026	2027	2028	2029
9	The percentage of online courses (MOOCs) in the disciplines of the educational plans of EP higher, postgraduate and additional education on the educational platform of ATU JSC	ETDC	Units.	9,3	16,2	23	30	37	44	51
10	Number of students in non-formal education programs	Competences center	Units	0	40	60	80	100	120	140
<b>Target 2. Improving social support for students.</b>										
1	The level of created conditions for inclusive education at the university in accordance with the checklist*	Vice-rector for AA, EMD, PED	%	80	87	93	100	100	100	100
2	Increasing the number of young people covered by military-patriotic education, including through military sports events	Vice-rector for UW	%	30	35	40	45	50	55	60
3	The percentage of students participating in organized social activities, such as student government and	Vice-rector for UW	%	70	71	72	74	76	78	80

#	Targets indicators	Responsible SD	Unit measurement	Targets indicator's rates						
				Reporting year	In the planning period					
				2023	2024	2025	2026	2027	2028	2029
	debates, aimed at promoting citizenship and patriotism., %									
4	Increasing the percentage of young people involved in volunteer, charitable and environmental initiatives	Vice-rector for UW	%	14	17	20	23	26	29	32
5	Social and psychological support for families with disabled children with disabilities	Vice-rector for UW	%	100	100	100	100	100	100	100

## CONCLUSION

The internal quality assurance system of ATU JSC is based on ESG standards (Part 1). The university staff adequately meets the requirements of quality management systems ISO 9001:2015, anti-corruption management systems ISO 37000:2016, and adheres to the principles of the international information security standard ISO 27001:2013.

Almaty Technological University strengthens its position and maintains a positive image in the external environment.

The development program of JSC «ATU» is developed in accordance with the Concept of development of higher education and science in the Republic of Kazakhstan for 2023 - 2029. The strategic directions are defined: development of higher, postgraduate, and continuing education, development of infrastructure and digital architecture of the university, and transformation of JSC "ATU" into an entrepreneurial university. For each strategic direction, objectives, targets, key tasks and ways of achieving and expected results have been formulated. The development plan presents financial resources, human capacity, infrastructure, and other necessary components. necessary to achieve the set goals, and the measures for the implementation of the development plan, including the distribution of tasks, responsibilities, and monitoring of progress in the implementation of the development plan of JSC «ATU».

JSC "ATU" determines strategic priorities, goals, and expected results, highlighting ways to achieve and resources necessary for successful implementation.