Decision of the FIBAA Accreditation and Certification Committee

3rd Meeting on September 3, 2021

INSTITUTIONAL ACCREDITATION

Project Number: 20/055, Cluster 1
Higher Education Institution: M. Narikbayev KAZGUU University
Location: Nur-Sultan, Kazakhstan
Type of Accreditation: initial accreditation

The FIBAA Accreditation and Certification Committee has taken the following decisions:

According to § 7 (6) in conjunction with § 9 (1) of the FIBAA General Terms and Conditions within the framework of procedures for the award of the FIBAA Quality Seal for Institutional Accreditation from April 2020, the HEI is accredited.

Period of Accreditation: September 3, 2021 until September 2, 2027

The FIBAA Quality Seal is awarded.

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Institutional Accreditation

«M. Narikbayev KAZGUU University»

Assessment Report

FIBAA

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A. Accreditation Procedure

A contract for the initial Institutional Accreditation was made between FIBAA and the M. Narikbayev KAZGUU University (Nur-Sultan, Kazakhstan) on 2nd of December, 2020. On 26th of May, 2021, the M. Narikbayev KAZGUU University submitted a self-evaluation report including appendices to prove that the criteria for Institutional Accreditation are met.

At the same time, FIBAA appointed a review panel. The HEI agreed with the chosen experts. The panel consisted of:

Prof. Dr. Doris Kiendl (chair of the panel)
Fachhochschule JOANNEUM, University of Applied Sciences, Graz, Austria
Professor of Law (Austrian, International and European Business Law); Former Vice Rector from 2007-2014, Chair of the Evaluation Working Group from 2007-2014, (Quality Assurance); Director of Continuing Education.

Prof. Dr. Jörg Fedtke
University of Passau, Germany
Professor/Chair of Common Law (Anglo-American law, comparative Law and international law), former Vice President for Quality Assurance and Diversity (2017-2020) and Vice Dean of the Faculty of Law (2020 to present)

Prof. Dr. Daniela Heid
Federal University of Applied Administrative Science, Bruehl, Germany
Professor of Public Law (European Law, Administrative Law, Public Service Law, Police Law, Eastern European Law, Municipal Law, Civil Service Law); Programme Director (Quality Assurance and – Development)

Lina Irscheid
University of Potsdam, Germany
Student of Law (LL.B.) (Law with a focus on commercial criminal law)

Dr. Meruyert Narenova
University of International Business, Kazakhstan
Academic Director of the MSc and PhD programs on Economics and Management

Dr. Zamzagul Sultanova
Zhangir Khan West Kazakhstan Agrarian-Technical University, Uralsk, Kazakhstan
Head of the International Cooperation Department, Associate Professor of Economics and Management Department

Prof. Dr. Bob Wessels
Dutch qualified lawyer; Professor Emeritus International Insolvency Law, University of Leiden, The Netherlands.

Served nearly thirty years as a Deputy Justice in the Court of Appeal, The Hague, acted as (international) arbitrator and independent legal advisor or expert in many cross-border cases. Acted as Consultant to the IMF and the World Bank in Indonesia and Georgia respectively.

Former partner of (predecessors of) EY including a London based global managerial function in building legal commercial services. Member of the Group of Experts on corporate restructuring and insolvency law advising the European Commission.

FIBAA project manager:
Viktoria Tischanski

The assessment is based on the self-evaluation report, amended by further documents, requested by the panel, and an online conference. The online conference took place on June 29th – July 2nd, 2021 via the video conferencing tool Zoom. At the end of the online conference, the panel gave a short feedback on its impressions to representatives of the University.

The assessment report based on this was delivered to the HEI for comments on July 30, 2021. It has been taken into account in the report at hand.

B. Summary

KAZGUU has formulated a clear and comprehensible mission statement and developed a corresponding profile with a strong orientation towards social impact and students' employability. The University has close cooperation with representatives of labour market representing large national and international companies, lawyers and notaries' chambers as well as governmental bodies. The different interview rounds during the online conference gave the panel a good overview over the practice of academic freedom. The panel is convinced that the freedom of research, study and teaching is ensured.

The University possesses a strategic planning until 2023 including five main strategic themes. The panel has taken into account that the strategic goal regarding the transformation into a research university is in its first phase which is defined for 2021-2023. With regard to further development, which is necessary for the successful achievement of a complete transformation, the panel recommends implementing in addition a specific and measurable mid-term and long-term strategic planning with a concrete timeline, which goes beyond 2023.

KAZGUU has established and defined various bodies, academic and advice committees as well as offices for its administration and support services. The tasks and competencies of all involved bodies and functions are clearly and transparently regulated. Faculty and administrative staff are voting members in several bodies such as the University's Academic and Research Council and School Committees such as Academic Quality Assurance, Ethics Committee and Research Committees. However, only one student is representing the student body in the Academic Research Council and not all School Committees involve students as voting members. Therefore, the panel recommends a stronger involvement of students in School and University Committees where they can represent the student body, make proposals and thus, have an active role in the designing of learning processes.

The panel formed the view that the position of the Head of the Department of Strategic Planning and Human Resources is very important in terms of the University's strategic goals and will become even more relevant with regard to the University's goal of becoming a research university. During the online conference, the Provost mentioned that the main challenges of this transformation will be the recruitment of academic research staff. Thus, the panel assumes that this unit will be the key player in the near future. Therefore, the panel recommends enhancing the capacities in the area of Human Resource Management and Strategic planning because here are the key challenges the University is facing. The panel recommends considering if a division of these two main tasks (HRM and Strategic Planning) would be an option in order to distinguish the tasks in line with the challenges the University identifies for the future.

Overall, the University follows a comprehensible strategy in terms of its quality management. The competencies and responsibilities are defined in the Quality Assurance Policy and became clear during the interviews. The implemented quality management system of the University allows following the Plan-Do-Check-Act-Cycle and is suitable to regularly examine the quality of

KAZGUU's different areas of performance. The quality control loops and instruments of quality management are meaningfully connected and aligned to the different areas of performance.

The study programme portfolio on Bachelor, Master and PhD level corresponds to the University's profile. KAZGUU is capable of developing suitable concept for study programmes. During the online conference, the panel met a very dedicated and motivated teaching staff who reported about their didactic approach and their teaching and research activities. Furthermore, the panel has noted that the majority of the lecturers have international experience. When assessing the mutual relations of research and teaching the panel came to the conclusion that a transfer from research activities to the area of teaching is sufficiently ensured, especially by the full-time professors. Since KAZGUU is moving towards a research HEI, the panel encourages KAZGUU that these faculty members remain involved in teaching in order to ensure a continuing integration of research into teaching activities.

KAZGUU has established a quality management system for studies and teaching that includes instruments and methods for the regular assessment of the programmes' quality. The information resulting thereof is evaluated by corresponding Committees as well as the quality management unit and the findings obtained are transferred into specific measures for the programmes' improvement and further development in studies and teaching. However, during the online conference, the panel identified for the evaluated programmes of the KAZGUU Legal School that there are significant dropout rates (from 2016-2020 in average approx. 28 % for Bachelor and Master programmes; and in average 49 % for the PhD in Law). In addition, almost each cohort from 2016-2020 of the Bachelor and Master programmes did not finish their studies within the foreseen time period (for Bachelor programmes in average 4,17 semesters; for 1-year Master programmes in average 1,22 semesters; for 2-years Master programme in average 2,1 semesters). The panel recommends KAZGUU develop a systematic mechanism for a follow-up on dropout rates and completion of studies within the foreseen time period and derive an action plan with concrete measures and responsibilities. Hereby, KAZGUU should use both data from general sources (e.g. PISA) and data which they collect directly from their dropouts in order to arrive at a well-established database. KAZGUU should engage in a long term study (ideally each year), to monitor the situation and measure how the specific instruments against student dropout are taking effect.

KAZGUU's goal of becoming a research university was intensively discussed with different University members and stakeholders during the online conference. The panel felt that there is an overall awareness within the University community (faculty staff, employers, administration, students) that becoming a research university is an essential goal at KAZGUU and that efforts are being made to develop the University's scientific potential. The panel welcomed also the awareness of the University that an academic culture, where especially collegial exchange on research and research methods takes place must be enhanced in Kazakhstan in general and thus, at KAZGUU in particular. The panel formed the view that it is a helpful self-reflection and that efforts are being made by the University in order to promote the academic culture and motivate different stakeholders. For example, the panel could identify that the University members are especially keen to cooperate with westernized universities; they promote workshops and seminars for faculty staff as well as academic mobility.

The services and administration at KAZGUU are well-organised and create good conditions for students and staff as well as external stakeholders. In general, the evaluation of the administrative services is considered suited by the expert panel to control the efficiency and students'/teachers' satisfaction with the services provided. The surveys of affected stakeholders allow for feedback and the results can be transferred into specific measures for further development.

Since an online conference was conducted, the panel did not have the opportunity to visit the University on-site. KAZGUU has provided a virtual tour presenting the University's premises and facilities. Based on the materials provided, the panel formed the view that a smooth running of the University is ensured with regard to the capacities for research, studies, teaching and administration as well as the available rooms and facilities. Furthermore, the panel appreciates the learning and teaching platforms Canvas and Platonus as well as the KAZGUU-own application, which promote the educational process. In addition, during the online conference the panel was impressed by the motivated library team that seemed very dedicated to providing up-to date and extensive access to literature including electronic databases.

The qualifications of the full-time and part-time academic staff correspond currently to the requirements of study, teaching and research. The part-time teaching staff is involved in the organisation of University's teaching operations in a suitable manner. It has the same rights and duties and is subject to the same requirements in application and hiring processes. The human resources in the different areas of performance allow for an adequate fulfilment of tasks. Staff professional development takes place for all staff groups and contributes to their qualification.

University members, external stakeholders and the public are informed on University's activities on a regular basis and through diverse channels. The website, the internal platforms Platonus and LMS Canvas, the use of social media as well as the TV and radio performances ensure that the prospective and current students, faculty, staff, parents, alumni, partners as well as the general audience are provided with information on University's activities and services.

C. Panel Recommendation

According to § 7 (3) in conjunction with § 10 (2) of the "Special Conditions for awarding the FIBAA Quality Seal for the Institutional Accreditation", the M. Narikbayev KAZGUU University is accredited.

Period of Accreditation: September 3, 2021 until September 2, 2027

The panel members identified several areas that could be further developed. The panel recommends:

- implementing a specific and measurable mid-term and long-term strategic planning for the transformation into a research university with a concrete timeline, which goes beyond 2023 (see Chapter I. and IV.);
- considering whether a division of the two main tasks (HRM and Strategic Planning) of the Human Resource Management and Strategic planning Unit would be an option in order to distinguish the tasks in line with the challenges the University identifies for the future (see Chapter II.);
- a stronger involvement of students in School and University Committees where they can represent the student body, make proposals and thus, have an active role in the designing of learning processes (see Chapter II. and III.);
- developing a systematic mechanism for a follow-up on dropout rates and completion of studies within the foreseen time period and derive an action plan with concrete measures and responsibilities for student retention (see Chapter III.);
- creating a plan with clear and transparent KPIs on faculty involvement in teaching and research. This plan should include appropriate reduction of teaching obligations to create sufficient resources for research. And this plan should also include incentives for teaching staff to remain strongly involved and committed to high quality teaching (see Chapter III.);
- conducting more multidisciplinary research, which can also be promoted and fostered through collaboration between the Schools of KAZGUU (see Chapter IV.);
- taking into account prominent initiatives in Central Asia such as open calls of the Eurasian Economic Committee under Eurasian Economic Union and the Road-Belt Initiative (especially in collaboration with Chinese higher education institutions), where significant grants can be received (see Chapter IV.).

There is one criterion that exceeds the quality requirements:

- Cooperation (systematic contacts with employers and internship providers) (see chapter III.)
- Public Relations (see chapter VII.)

The panel would also like to highlight the following areas where it found that KAZGUU has established a very good quality:

- A collection of a highly motivated leadership of all Schools
- External stakeholder involvement through the regular meetings with the Business Council;
- Services, in particular the library (which could not be visited on site since the meetings had to be online; however, the interviews conducted with the staff of the library convinced the expert panel that KAZGUU has a well-functioning and future oriented library);
- The KAZGUU app which has been created and implemented for the students.

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I. Mission Statement, University's Profile and Strategic Objectives

"M. Narikbayev KAZGUU University" JSC (University/KAZGUU) is a private higher educational institution in Nur-Sultan, Kazakhstan, established on the initiative of the First President - Elbasy N. Nazarbayev on March 14, 1994. The University performs its activities in accordance with the Constitution of the Republic of Kazakhstan, the Laws "On Education", "On Science" and other laws and regulations governing the educational, scientific and labour activities, the Standard Rules of higher and postgraduate education and other normative documents of the Ministry of Education and Science of the Republic of Kazakhstan (MES), as well as the Charter of the University[1]. The University is a member of the Kazakhstani Association of Higher Education Institutions[2] and the Eurasian Association of Universities[3]. In 2011, the University signed the Magna Charta of the European Universities in Bologna[4].

The mission of KAZGUU[5] is as follows: *"We serve people through providing high quality and affordable education."*
The mission defines "serve people" as a guiding principle for all University activities. "Education" is used in a broader context, including all activities that enrich people with knowledge, new experience, skills and discoveries.
For KAZGUU "high quality" and "affordability" of education are equally important and do not support an elitist approach to education limiting mass access to knowledge (see self-evaluation report p. 8). Therefore, currently, the tuition fees are lower than at Kazakhstani national universities, which the University continues to hold for a long time[6]. The University's mission is reflected in the financial policy and makes it impossible to receive excess profits from tuition. One of the key strategic goals is to make the transition to the model of economic and financial sustainability, where most University's costs will be covered by earnings from the provision of additional services, such as expert analytics, further education courses, development programmes and scientific research. This will allow increasing investments in the educational process and physical facilities without raising tuition fees (see self-evaluation report p. 9).
In addition, students experiencing financial difficulties are awarded full or partly scholarships and receive other types of support to facilitate their access to education. Apart from state-funded scholarships provided by the state, the University provides full scholarships and discounts through the KAZGUU Endowment Fund[7] that was established in 2016[8].

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[1] approved by Protocol No. 9 of the extraordinary General Meeting of Shareholders of «M. Narikbayev KAZGUU University» JSC dated March 06, 2019
[2] http://edurk.kz/
[3] http://www.eau-msu.ru/eng/
[4] http://www.magna-charta.org/magna-charta-universitatum/signatory-universities
[5] https://kazguu.kz/en/o-kazgyuu/
[6]. The University submitted comparisons for different study programmes including the result that in average the tuition fees at KAZGUU are lower than the national average cost. For example, for the KAZGUU LLB and LLM in Law programmes the tuition fees currently amounts to KZT 1 000 000 per annum. The tuition fees for the same programmes in other universities (state and private ones) vary from KZT 700 000 to KZT 4 500 000, which means that the **average** tuition fees for the KAZGUU LLB and LLM in Law programmes are lower than the national average cost.
[7] https://endowment.kazguu.kz/en/
[8] Since its establishment, the Fund have provided the financial support in the following amounts:
2016-2017: KZT 125 797 429
2017-2018: KZT 66 449 931
2018-2019: KZT 58 933 050

The vision of KAZGUU[9] is as follows: *"To contribute to the creation of an honest and just society, whose development is determined by science, education, social responsibility and moral values."*

The University was among the first Kazakhstani Higher Education Institutions that started to ensure and promote the principles of academic integrity, adopted European Credit Transfer and Accumulation System (ECTS) and established a horizontal management structure (see self-evaluation report p. 9).

In 2018, the University initiated the foundation of the association of Higher Education Institutions Academic Integrity League (AIL)[10], which included eleven universities that have proven their commitment to strictly adhere to the principles of academic integrity. National Chamber of Entrepreneurs of the Republic of Kazakhstan "Atameken"[11], Anti-Corruption Agency of the Republic of Kazakhstan[12] and MES[13] are the associate members of the League that contribute to the development of educational standards and share the vision of the government and employers regarding higher and postgraduate education in Kazakhstan[14]. In addition, since 2017, KAZGUU is a member of the European Network for Academic Integrity (ENAI) - the only University in Kazakhstan. The University organised 2nd Conference on Academic Integrity with a focus on university governance.

In the approved Strategic Plan of the University until 2023[15], the objectives, priorities and strategic themes are defined. To achieve the Mission and the Vision, five Strategic Themes (areas) have been identified by KAZGUU:
• Strategic Theme 1: «Lifelong Learning»;
• Strategic Theme 2: «Innovation Research Activity»;
• Strategic Theme 3: «Innovation Environment Development»;
• Strategic Theme 4: «Internationalization and Regional Impact»;
• Strategic Theme 5: «Student Satisfaction».

KAZGUU has identified concrete measures and steps for each strategic theme, which are summarized in "M. Narikbayev KAZGUU University Key Point Indicators For Strategic Plan 2021-2023[16]"

2019-2020: KZT 50 725 216
2020-2021: KZT 52 508 936
[9] https://kazguu.kz/en/o-kazgyuu/
[10] https://adaldyq.kz
[11] https://atameken.kz/ru/
[12] https://www.gov.kz/memleket/entities/anticorruption?lang=en
[13] https://www.gov.kz/memleket/entities/edu?lang=en
[14] On May 27, 2020, the President of the Republic of Kazakhstan publicly appreciated AIL achievements and ordered the MES "to support and develop universities that are AIL members" (https://forbes.kz/news/2020/05/27/newsid_226223). On July 3, 2019, on the basis of the University, by a joint order of the Minister of Education of the Republic of Kazakhstan and the Chairman of the Anti-Corruption Agency of the Republic of Kazakhstan, a project office for counteraction of corruption in the field of education and science "ADAL BILIM" was established, which by the end of 2020 was recognised as the best anti-corruption project in Kazakhstan (https://bilimdinews.kz/?p=129773). Throughout the period of its activity, "Adal Bilim" was fully funded by the University and all projects were carried out by the University managers and experts. Running this office was considered as the university's duty to Kazakhstani citizens and contributed to the creation of a just and honest society.
[15] https://kazguu.kz/en/m-narikbayev-kazguu-university-strategic-plan-2021-2023/
[16] M. Narikbayev KAZGUU University Key Point Indicators for Strategic Planning 2021-2023 was approved by the decision of the Board (minutes No. 4 of January 18, 2021).

(see Annex 1 of this report for an overview of the sub themes for each strategic theme; the strategic theme 2 is shown in detail).

The University positions itself as an organisation that influences many socially significant processes in Kazakhstan (in the last three years, the University has developed proposals that have been officially adopted and entered into many existing laws[17]). Consequently, KAZGUU's development strategy envisages transformation into a research university to ensure country-level economic and legislative reforms with high-quality scientific expertise. Currently, even though research activities take place (see chapter III and IV), KAZGUU sees itself more as a teaching university.

The Strategic Plan is supported by an analytical dashboard that allows tracking the current status of strategic goals and their indicators:

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Currently, the University's community comprises around 500 academic and administrative staff and more than 3,000 students. The University includes four faculties called Schools: KAZGUU Law School (KLS), Higher School of Economics (HSE), School of Liberal Arts (SLA) and Business School (BS). In total, KAZGUU offers 66 study programmmes (25 Bachelor, 37 Master, four PhD programmes; see the list of all study programmes offered in Annex 2). The University values and mission determine its strategic planning and development of strategic priorities, guiding the Schools and departments in designing and implementing their policies, delineating performance criteria, and monitoring the performance (see self-evaluation report pp. 10-11).

Table 1: Total Number of students enrolled in the Academic year 20/21:

Bachelor	Master incl. MBA	PhD	Total
2756	270	24	3050

KAZGUU is primarily interested in Kazakh students and students from other Central Asian countries, especially from Uzbekistan and Kirgizstan. Only around 10 international students graduated from KAZGUU in 2020.

KLS is the oldest School founded in 1994. Currently, it offers degree programmes in Law, International Law, and Law and Law Enforcement. To promote internationalisation and attract international students, most courses on International Law are taught in English. The Republican Notary Chamber is a permanent partner of the School, a client of advanced courses for notaries, and an active member of the Corporate Fund "KAZGUU Endowment" - the Chamber has its own branded lecture hall at the University. "Zan Kenes" Association of Chambers of Legal Advisors, the largest professional association of legal advisors in Kazakhstan, is a regular partner of the University, a sponsor of the Legal Clinic and a partner in the development of minor "Attorney".

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[17] e.g. the Criminal Code, the Criminal Procedure Code, Law on Education, Law on Science, Law on Forensic Science, Law on Notaries, Law on Enforcement Proceedings and the Status of Bailiffs

HSE, founded in 2004, offers programmes in Economics, Finance, Accounting, Business and Management, and International Relations. Starting from 2017 onwards, the language of instruction of all HSE courses is English. Programmes of the HSE, Bachelor of Finance and Bachelor of Accounting and Audit were accredited by ACCA (Association of Chartered Certified Accountants). In addition, the first Kazakhstani majors that have received academic recognition and have been accredited by the CIMA (Chartered Institute of Management Accountants) are Accounting and Audit, Finance, Economics and Management of the University's HSE[18]. Upon graduation from the University, students of the HSE have the opportunity to receive a CIMA Operational Level Certificate along with a Diploma of Higher Education.

In 2019, General Education School was transformed to SLA. Currently, SLA is the degree-awarding school that runs undergraduate programmes in Applied Linguistics, Translation Studies, Psychology, Tourism Management and Hospitality. KAZGUU is also awarded the status of the Authorised British Council IELTS Registration Centre and helps students to prepare and register for the IELTS exam. The University is the only TOLES (Test of Legal English Skills) accredited registration and examination centre in Central Asia. The University has an agreement with Global Legal English Ltd (UK), which focuses on the promotion of TOLES Foundation and TOLES Higher examinations and enables students to enhance their knowledge of legal English and receive an internationally recognised certificate.

BS was founded in 2009 as the Center for MBA. Its MBA programme was the first full MBA programme in Nur-Sultan, focused on preparing top managers for national oil and gas companies, and then diversified its profile[19].

The general study format and the format of educational programmes are full-time only; the total use of distance-learning technologies is not allowed by MES (in Kazakhstan, distance learning means learning in an asynchronous format with a predominance of self-studying). However, during the period of quarantine restriction caused by the COVID-19 pandemic, the University had decided to switch to online format for all study programmes.

The University focuses on research areas where it has strong expertise. Thus, the research products have especially a significant impact on law-making in Kazakhstan, e.g. in the areas relating to justice and the rule of law. Due to its significant achievements in the field of law, the University has become the member of the National Chapter of the Asian Society of International Law[20], opened regional Antenna of the Hague Conference on Private International Law[21], and become the national administrator of the international competitions in International Law for the cup of Ph. Jessup[22]. In addition, over the past few years, the University has strengthened its positions in the fields of applied economics and political economy. The University has successfully accomplished

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[18] The accreditation has been issued for the period from 2017 to 2021.
[19] Currently, BS admits students with various professional backgrounds, such as private entrepreneurs, top managers of the national companies, bank officials, heads of railway companies, financiers and even engineers (see self-evaluation report p. 12).
[20] https://www.asiansil.org/
[21] https://www.hcch.net/
[22] https://www.ilsa.org/

a number of research projects that have tangible effects in social and economic spheres (see chapter IV. Research).

In its self-evaluation report[23] and during the interviews, KAZGUU stated that the freedom of research is guaranteed and may never be restricted, provided that scientific ethics is ensured. The priorities of science development at the University serve as a stimulating influence and declare a pool of directions where the University acts as an owner of the research results. However, the administration or collegial bodies may not prohibit any student or faculty member from engaging in research in those areas that the researcher self-selects, regardless of political, religious, or other preferences/beliefs.

In addition, each faculty member is free to choose his or her teaching methodology, determine the forms of measuring competencies, and determine the structure and content of the course. Teaching freedom and academic quality standards do not contradict each other. Academic quality committees and the University academic management ensure that only basic (general) requirements for quality educational services (e.g. timely posting of course materials, their availability, adherence to standards of academic integrity) are met. Freedom of learning is achieved through the principles of the European Credit Transfer and Accumulation System (ECTS) and the main documents of the Bologna Process. Each educational programme includes a block of elective courses and additional minor programmes which a student may study.

Currently, the University cooperates with more than 100 leading universities[24] from 39 countries around the world, providing students with opportunities to study abroad through exchange programmes, double degrees, research internships and summer schools (see more details in Chapter III. Studies and Teaching).

Ensuring a high level of employment of graduates is the top priority of the University (see self-evaluation report p. 12). Each School has an Internship, Career and Employment Centre (ICEC) that supports senior students and promotes their employment. Currently, the University is the leader of the National Chamber of Entrepreneurs of the Republic of Kazakhstan "Atameken" (Atameken) ranking of educational programmes[25]. Atameken's methodology examines the career perspectives of university graduates (entry-level salaries, employment rate, and job search duration).

The statistics of successful employment shows a stable positive trend, which remained at a high level even at the end of 2020 when all countries, including Kazakhstan, experienced the negative impact of the COVID-19 pandemic and economic stagnation (see Table 2) and increased by almost 7 % at the end of the three years and the duration of the job search was reduced by two months[26].

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[23] See self-evaluation report p. 15
[24] https://kazguu.kz/en/akademicheskaya-mobilnost/
[25] https://atameken.kz/ru/university_ratings
[26] The employment rate provided is 'ANY' employment. KAZGUU considers this information on employment as the most objective because this is the information indicated in the National Chamber of Entrepreneurs "Atameken" Ranking (a person is considered as employed when he/she has pension contributions).

Table 2: The dynamics of employment indicators from 2018 to 2020

№	Indicator	2018	2019	2020	Comparison 2018-2019	Comparison 2019-2020	Total for 3 years 2018-2020
1	Average employment, %	71,6	80,9	78,4	↑9,3	↓2,5	↑6,8
2	Average job search duration, month		3,7	1,6	-	↑2,1	-
3	Average wage, tenge	123 771	143 118	152 366	↑19 347	↑9 248	↑28 595

The main employers for graduates and main partners of the University are companies representing international and national corporate sector: consulting (EY, Deloitte, PwC, KPMG), national holdings (Samruk-Kazyna, Baiterek, BI Group), banking sector (Sberbank, Halyk Bank), law firms (ReedSmith, White&Case, Dentons, Grata), tourism sector (Hilton, Radisson, Sheraton), and central government agencies (Ministry of Justice, Ministry of Foreign Affairs, the General Office of Attorney, Ministry of Internal Affairs, Supreme Court, Anti-Corruption Agency). These employers are represented in the Business Councils of each School, where they directly influence the content of educational programmes, approve and revise the list of relevant competencies. The aim is the improvement of educational programmes in accordance with the demands and views of employers which are shared during annual meetings of the Business Council.

Appraisal „Mission Statement, HEI's Profile and Strategic Objectives":

KAZGUU has formulated a clear and comprehensible mission statement and developed a corresponding profile. Especially, the University's activities in the area of academic integrity and anti-corruption initiatives in close cooperation with governmental bodies have an impact on the society and correspond to University's mission and vision.

KAZGUU's profile is plausible with regard to its four Schools, the study offer and its research activities. With regard to the active role of employers in the development of study programmes as well as to the ranking of the National Chamber of Entrepreneurs of the Republic of Kazakhstan "Atameken", the panel is convinced that the profile is also plausible with regard to graduates' employability.

The HEI has defined its target groups and they correspond to its profile. It has a strong orientation towards the professional field and has a close cooperation with representatives of labor market representing large international and national companies, lawyers and notaries' chambers as well as governmental bodies.

The different interview rounds with the provost, deans as well as programme coordinators and lecturers gave the panel a good overview over the practice of academic freedom. The panel is convinced that the freedom of research, study and teaching is ensured. Faculty staff is not subject to discretionary power with regard to research and teaching.

KAZGUU possesses a strategic planning that corresponds to its institutional claim. The panel has taken into account that the strategic goal regarding the transformation into a research university

is in its first phase which is defined for 2021-2023. The panel appreciates the defined indicators and the functional tracking of the achievement of the goals for this first phase. With regard to further development, which is necessary for the successful achievement of a complete transformation, the panel recommends implementing in addition a specific and measurable mid-term and long-term strategic planning with a concrete timeline, which goes beyond 2023 (see also Chapter IV. Research).

Quality Requirements	Exceptional	Exceeds the Quality Requirements	Meets the Quality Requirements	Fails to Meet the Quality Requirements
I. MISSION STATEMENT, PROFILE AND STRATEGIC OBJECTIVES				
(1) Mission Statement			X	
(2) Profile			X	
(3) Target Groups			X	
(4) Academic Freedom			X	
(5) Strategic Objectives			X	

II.   Management Structure and Quality Management

The basic principles for the management and organisation of the University are defined in the University Charter. The organisational structure of KAZGUU is shown in Annex 3 of this report.
The University is a joint-stock company with the following collegial management bodies:
1. General Meeting;
2. Board of Directors;
3. Executive body - the Board;
4. Board of Trustees;
5. Academic and Research Council.
The competencies of the collegiate management bodies are specified in the Law of the Republic of Kazakhstan, the University's Charter and the Corporate Governance Code. All structural units are endowed with appropriate functions, rights and responsibilities (in accordance with the Charter and other internal regulatory documents of the University).

Supreme body - the General Meeting
The General Meeting has the following powers and responsibilities:
• Establishment, re-organisation and liquidation of the University;
• Approval (amendment or addition) of the Corporate Governance Code and the University Charter;
• Election of the Board of Directors (e.g. term of office, composition, size and terms of remuneration for responsibility performance by members of the Board);
• Approval of the University annual financial statements, dividends and income distribution;
• Matters relating to the University securities;
• Determination of the audit company;
• Other issues, the adoption of decisions on which is referred by the Law of the Republic of Kazakhstan "On Joint Stock Companies" to the exclusive competence of the General Meeting of Shareholders of the Company.

Management body - Board of Directors
The Board of Directors is responsible for the general management of the University activities, with the exception of matters referred by the Law and the University Charter to the exclusive competence of the General Meeting.
The Corporate Secretary ensures regular interaction of the company owners, shareholders, top management and the Board of directors. In addition, the responsible person is responsible for preparing the agenda and materials for the General Meeting and the Board of Directors.

Executive body - the Board
The Board manages the current activities of the University. The Board has the right to make decisions on any issues of the University's activities that are not attributed by the legislation of the Republic of Kazakhstan and the Charter to the competencies of other bodies and officials of the University.
The Chairman of the Board ensures the implementation of the decisions of the General Meeting and the Board of Directors. The Chairman acts on behalf of the University in relations with third parties, represents it in all state authorities, institutions and organisations, regardless of the form

of their ownership. The Chairman of the Board recruits, transfers, and dismisses employees of the University, heads affiliated organisations, branches and representative offices of the Company, approves the heads of structural units (except cases prescribed by the Law), applies to their measures of encouragement and impose disciplinary penalties, determines the amount of the salary of employees of the University and personal salary allowances in accordance with the University staff table, determines the amount of bonuses of the University employees, except for employees who are members of the Board and the Company's internal audit service.

In his/her absence, the Chairman shall delegate his/her duties to a member of the Board. He/she has two deputies - the first deputy is responsible for commercial and legal activities, and the second - for public and government relations. The Charter determines the scope of powers, rights and duties of the Chairman of the Board.

Advisory body - the Board of Trustees

The University's Board of Trustees is the collegiate advisory body in educational and scientific research. The Board of Trustees may consider other issues related to the activities of the University that are not within the competencies of the General Meeting, the Board of Directors and the Board. The Board of Trustees is formed from the leading scientific, public and political figures of the country, representatives of various sectors of the economy, the cultural elite, members of the business community, committed to the development of education and science[27].

Governing body - Academic and Research Council (ARC)

The ARC manages the educational and research activity of the University. In the case where the issue appears to be a set of problems of both academic/research and financial matters, the ARC and the Board make a decision within the scope of their powers and responsibilities.

The ARC consists of 24 voting members (Chairman of the Board, Provost, Vice-Provost for Student Affairs, Director of M. Narikbayev Library, Director of the Registrar's Office, Head of the Military Department, Head of the International Office, Deans of KAZGUU Schools (4), Heads of KAZGUU Schools' Committees (4 faculty members), Professors and Instructors of KAZGUU Schools (8) and one Student Representative), and five non-voting members (1st Deputy CEO, Head of the Department of Strategic Planning and Human Resources, Chief Legal Officer, Head of the IT Department, and Vice-Dean of the School of Liberal Arts).

The members discuss the implementation of the university's strategic objectives, approve the budget for an academic year, change the structure of academic units, develop plans, and enhance the quality of education. Both voting and non-voting members have the right to propose questions to include in the agenda, participate in each meeting, express their opinion regarding each matter, read all the materials and meeting minutes, and get extracts from any minutes. Voting members may vote "for" or "against" on each matter, and each member has only one vote. The decision may be taken if 2/3 of the members present at a meeting voted for the proposed decision.

Provost

The Provost is the senior academic administrator authorized to manage educational and research activities following the University Charter and other internal regulations. In addition, the Provost

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[27] https://kazguu.kz/en/o-kazguu/popechitelskiy-sovet/

is the Chairman and member of the ARC and the Director of S. Zimanov Academy of Legal and Economic Studies[28].

Vice Provost for Student Affairs subordinates to the Provost. Vice Provost for Student Affairs coordinates the work of the Department of Student Affairs, interacts with students on matters of settlement in the Dormitory (House of Students), organises the social life, participates in the organisation of various events, including the development of student self-government, and facilitates the involvement of students in academic research.

Quality Assurance Manager (QM)

The QM is responsible for monitoring the implementation of the quality assurance mechanisms at the University. The QM reports directly to the Academic and Research Council, and the Quality Assurance Policy[29] (QAP) defines the powers and responsibilities. The Quality Assurance Manager is dedicated to improving and enhancing quality by conducting an independent evaluation of the quality of internal quality assurance documents and the efficiency of implementation of quality assurance mechanisms.

The University consists of educational, scientific, consulting, production and other units, functioning as a unified educational, scientific and production body.
Educational and research institutes, Schools, departments and other structural subdivisions of the University operate on the basis of their Regulations approved by the Provost of the University, agreed by the Board of the Company.

School Committee

A School Committee is the collegial governing body of a School that is established in accordance with the bylaws approved by the Academic and Research Council of the University. Each School may have a different number of Committees.

The KAZGUU Law School (KLS) has three committees: Committee on Academic Quality[30], Ethics Committee[31] and Science Committee[32].

The Higher School of Economics (HSE) has an Academic Quality Committee[33], an Ethics Committee[34], and a Performance Appraisal and Promotional Committee[35], whereas the KAZGUU School of Liberal Arts (SLA) has an Academic Quality Committee[36] and a Committee on Science and Ethics[37].

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[28] https://academy.kazguu.kz/en/

[29] M. Narikbayev KAZGUU University Quality Assurance Policy is designed for students, faculty, department heads of the University managing educational processes, and other interested stakeholders. M. Narikbayev KAZGUU University Quality Assurance Policy was approved by the decision of the Academic and Research Council (minutes No.3 of March 20, 2019).

[30] 11 faculty staff (voting), 3 students, (voting), 2 administrators: Dean, Vice-Dean for Bachelor programmes (non-voting)

[31] 7 faculty staff (voting), 4 students, 2 administrators: Dean, Vice-Dean for Academic Support and Employment (non-voting)

[32] 7 faculty staff (voting), 3 students (voting), 3 administrators: Provost, Dean, Vice-Dean for Research (non-voting))

[33] 9 faculty staff (voting), 1 student (voting), 6 administrators (non-voting)

[34] 4 faculty staff (voting), 3 administrators (non-voting)

[35] 4 faculty staff (voting), 3 administrators (non-voting)

The Academic Quality Committees are executive and collegial bodies for the academic activities of the schools. The main work are the creation of a unified internal mechanism for regulating educational-methodological and educational-organisational work, also increasing the efficiency of the educational process within the framework of the School's Development Strategy.

The Ethics Committees consider disciplinary and ethical issues, particularly complaints from the students and faculty, violation of the Code of Conduct by students, staff and faculty as well as research-related ethical issues.

The Science Committees are the executive and policy-making bodies for research at schools.

Each faculty member has the right to be elected as a voting member of a committee, and the procedure of the election must be transparent and held on an annual basis. Both voting and non-voting members have the right to propose questions to include in the agenda, participate in each meeting, express their opinion regarding each matter, read all the materials and meeting minutes, and get extracts from any minutes. Voting members may vote "for" or "against" on each matter, and each member has only one vote. The decision may be taken if most voting members presented at a meeting voted for the proposed decision.

In each School, employers participate annually in a meeting of Business Councils and their recommendations contributing to the improvement of educational programmes, as well as help with the development of new programmes[38].

Department (School-level unit) is the main structural unit of a School that carries out teaching and research in one or more related areas. A department is responsible for awareness-raising of students and developing of faculty members.

Advisor's Office
The Advisor's Office is a structural unit of the University with powers and responsibilities regarding organisational, informational and advisory work with students and non-degree students. It functions as an academic tutor in the relevant educational programmes, assisting in the selection of trajectory of study (the formation of an individual curriculum) and the organisation of online registration and other academic activities.

International Office (IO) establishes contacts and ensures the signing of memoranda and other agreements with international partners, assists in attracting international students and faculty members, accompanies and provides assistance during their stay, organises academic mobility for students and academic staff, and implements or contributes to other objectives and projects of the University related to the international cooperation.

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[36] 7 faculty staff (voting), 1 student (voting), 4 administrators: Dean, Vice-Dean, 2 program directors (non-voting)

[37] 7 faculty staff (voting) , 1 student (voting), 4 administrators: Dean, Vice-Dean, 2 program directors (non-voting)

[38] Active collaboration has resulted in joint programmes with companies, such as Alpha Design LLP (IT in Business), Ernst&Young (IT Law) and ENI (Master in Environmental Law and Ecology). There are successful cases when employers headed educational programmes. For example, a Sayat Zholshy&Partners Law Firm partner became the director of a KLS' LLM programme.

Registrar's Office is an academic service that records a student's entire history of academic achievement and provides all types of knowledge control and calculation of the student's academic rating.

S. Zimanov Academy of Legal and Economic Studies manages the university's research activities, carries out fundamental and applied scientific research, implements the commercialisation of scientific results, organises international, national and regional scientific forums, develops annual plans and reports on scientific research.

Quality Management System

KAZGUU'S Quality Management strategy is "to create a system that allows students to get knowledge and skills that will help them to succeed in life, allows instructors to improve their teaching competencies, researchers – to conduct their exploratory studies in comfortable conditions, employers – to hire well-qualified professionals. In order to achieve this – three essential rules are followed:
1) We must know the right mechanisms to implement;
2) We must know how to implement the mechanisms in the right way;
3) We must know how to implement the mechanisms efficiently."[39]

The University's Quality Assurance Policy (QAP) serves as a framework for the development of QA Documents and the implementation of QA Mechanisms. The activity of QA Units, Schools and other divisions and departments involved in the educational process complies with the provisions of the QAP.

Quality Management Instruments

QA Documents regulate the implementation of a QA Mechanism, and QA Units are responsible for checking whether it is implemented correctly and efficiently. The key QA Mechanisms are generally described in the QAP and specified in QA Documents.

Quality Assurance Mechanisms are divided into two groups:
Internal QA Mechanisms - QA Mechanisms implemented by Schools, Quality Assurance Units and other departments and divisions involved in the educational process.
Internal QA Mechanisms include (1) educational programme development and approval, (2) course programme and design, (3) registration, (4) inclusive education, (5) teaching and feedback, (6) assessment, (7) student satisfaction survey, (8) instructor motivation and job satisfaction survey, (9) evaluation by students within a school, (10) evaluation by faculty within a school, (11) alumni feedback and (12) employers' feedback.

External QA Mechanisms – Quality Assurance Mechanisms implemented by external stakeholders. External Quality Assurance Mechanisms include (1) National Chamber of Entrepreneurs of the Republic of Kazakhstan "Atameken" Ranking of Educational Programs, (2) Academic Integrity League Monitoring for Compliance with Academic Integrity Principles and the Absence of Corruption Risks, (3) institutional accreditation and (4) programme accreditation.

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[39] See University's Quality Assurance Policy p. 6

To ensure enhancement of the Quality, the implementation of Internal QA Mechanisms follows the Plan-Do-Check-Act cycle.

• Plan: Development of an Internal QA Mechanism and planning the way of its implementation;

• Do: Implementation of an Internal QA Mechanism at the University;

• Check: Evaluation of the efficiency of implementation of the Internal QA Mechanism;

• Act: Adjustment of the Internal QA Mechanism based on the results of the previous stage.

At least two QA Units are involved in the Check stage of the Plan-Do-Check-Act cycle.

Each stakeholder influences the QA system of the University. However, there are three QA Units that are mainly responsible for the development of Internal QA Documents and implementation of QA Mechanisms: ARC, School Committees and QM.

The ARC
- approves Internal QA Documents and other internal documents that regulate the academic process and research at the University;
- reviews the provisions of External QA Documents in order to ensure that provisions of Internal QA Documents do not contradict with the provisions of External QA Documents;
- approves new educational programmes of all levels;
- approves memoranda and agreements between the University and other universities, private organisations or governmental agencies;
- has the right to reconsider a School Committee's decision if it violates the provisions of Internal QA Documents and External QA Documents.
- has the right to award a title of an Honorary Professor of the University to a person who made a sufficient contribution to the development of the University.

School Committees
- implement QA Mechanisms within a school;
- assess the efficiency of implementation of QA Mechanisms within a school and make its recommendations to the management of a school and (or) to the ARC;
- recommend educational programmes for the ARC approval;
- approve internal school documents aimed to clarify the provisions of QA Documents;
- review the application of students and faculty members of a school;
- monitor the research activity of students and faculty members and assists them, if necessary;
- ensure respect for the academic integrity principles in the educational and research process within a school.

Quality Assurance Manager
- monitors the implementation of the QA Mechanisms at the University;
- participates in meetings of the ARC as a non-voting member and ensures that the documents regulating the educational process are updated on time and published on the University official website;
- requests information from School Committees and all departments and divisions that are involved in the educational process at the University;

- conducts Student Satisfaction Survey, PhD Student Survey and Instructor Motivation and Job Satisfaction Survey annually, analyses the results and sends reports and recommendations to the ARC, School Committees, the Board, and other departments and divisions interested in the results of the survey.

The University's Conflict Management Policy consists of the following steps, followed by all employees and officials:

1. Conflict resolution by the head of the structural unit (if the conflict affects the interests of one subdivision and occurred between its employees);

2. Conflict resolution by employees of the Department of Strategic Planning and Human Resources (DSPHR), where the participation of the Deputy Chairman of the Board supervising this area of activity is required:
• if the conflict affects the interests of different units;
• if a conflict is between the head of a unit and an employee of the unit;
• if a conflict occurred between employees of the one unit and was not resolved by the head of this unit;

3. If it is impossible to settle the conflict, materials on the dispute shall be transferred to the Conciliation Commission, in accordance with the requirements of the Regulations on the Conciliation commission (hereinafter - the Regulations).

The Regulations define the competence, procedure for the formation and operation of the Conciliation Commission for individual labour disputes between employees, an employee and the University. The Conciliation Commission is a mandatory pre-trial primary body for consideration of individual labour disputes arising in the organisation between the employees and the employer.
It is created on a parity basis from an equal number of representatives of the employees and the University, elected at the general meeting of the staff members. Based on the minutes of the general meeting, an order is issued approving the members of the commission. To increase the professional competence of the commission members, the University provides training on conflict management and the resolution of labour disputes.

Appraisal „Management Structure and Quality Management":

KAZGUU has established and defined various bodies, academic and advice committees as well as offices for its administration and support services. The organisational chart seems reasonable. The tasks and competencies of all involved bodies and functions are clearly and transparently regulated. With regard to the interviews with different University members during the online conference, the panel came to the conclusion that the University's management and self-governing structures are functional and effective.

The panel formed the view that the position of the Head of the Department of Strategic Planning and Human Resources is very important in terms of the University's strategic goals and will become even more relevant with regard to the University's goal of becoming a research university. During the online conference, the Provost mentioned that the main challenges of this transformation will be the recruitment of academic research staff. Thus, the panel assumes that this unit will be the key player in the near future. Therefore, the panel recom-

mends enhancing the capacities in the area of Human Resource Management and Strategic planning because here are the key challenges the University is facing. The panel recommends considering whether a division of these two main tasks (HRM and Strategic Planning) would be an option in order to distinguish the tasks in line with the challenges the University identifies for the future.

Overall, the University follows a comprehensible strategy in terms of its quality management. The competencies and responsibilities are defined in the Quality Assurance Policy and became clear during the interviews. The implemented quality management system of the University allows following the Plan-Do-Check-Act-Cycle and is suitable to regularly examine the quality of KAZGUU's different areas of performance. The quality control loops and instruments of quality management are meaningfully connected and aligned to the different areas of performance.

External stakeholders such as employer representatives are involved in the system and have the opportunity to actively participate in quality management by participating in advisory bodies (Business Council). Their participation is scheduled to take place on a regular basis in order to systematically ensure the continuous consideration of their interests. The panel appreciates the strong involvement of the Business Council in the implementation and further development of study programmes as it promotes students' employability. The panel encourages the Schools to maintain and even further foster the relationships with the Business Councils, especially for Bachelor programmes.

Faculty and administrative staff are voting members in several bodies such as the University's Academic and Research Council and School Committees such as AQA, Ethics Committee and Research Committees. However, only one student is representing the student body in the ARC and not all School Committees involve students as voting members. Therefore, the panel recommends a stronger involvement of students on school level and university level, especially. In the framework of its statement on this report, KAZGUU states that it plans to increase the number of student members in the ARC. The panel welcomes theses plans and recommends that the student representatives be elected by the students themselves.

The University has established an effective escalation management on all levels which is defined and supported by the University's Conflict Management Policy and the Regulations of the Conciliation Commission.

Quality Requirements	Exceptional	Exceeds the Quality Requirements	Meets the Quality Requirements	Fails to Meet the Quality Requirements
II. MANAGEMENT STRUCTURE AND QUALITY MANAGEMENT				
(1) Management Structure			X	
(2) Organisation of Localities	not relevant			
(3) Quality Management Strategy			X	
(4) Quality Management System			X	
(5) Quality Management Instruments			X	
(6) Escalation Management			X	
(7) Participation			X	

III. Studies and Teaching

The educational activities of the University are regulated by the Academic Policy[40] that defines the system of measures, rules and procedures for the planning and management of educational activities and the organisation of the educational process, aimed at the implementation of student-oriented education and the improvement of the quality of education at the University. The Academic Policy is designed to meet the needs of all categories of students: scholarship and fee based, traditional and distance learning, non-degree and those with special educational needs.
According to the Academic Policy, the University admits students regardless of race, national or ethnic origin, gender, age, disability, religion, gender identity, all rights and privileges provided to students at the University.
The regulations of the University are based on the principles of student-oriented learning and regulate the general provisions for the implementation of the educational process, admission policy, registration for academic courses, requirements for attending classes, workload, policy for organising and monitoring academic achievements, grading policy, the policy of academic integrity, transfer, readmission, the expulsion of students.
The educational process of the University is designed to ensure the intended learning outcomes. All intended learning outcomes are regulated by the Graduate Profile and the Course Catalogue of the educational programmes. The University conducts a systematic analysis of the expected outcomes through student survey analysis and discussions with internal and external stakeholders in the development and updating of educational programmes.

In the framework of the institutional accreditation of KAZGUU, the procedure was conducted together with a programme re-accreditation of the following study programmes:
• Bachelor – Law
• Master – Law
• PhD – Law
• Bachelor – International Law
• Master – International Law
• Bachelor – Law and Law Enforcement

Thus, these programmes were the main basis for the assessment of University's capability of developing suitable concepts for study programmes.
In addition, as part of the same accreditation procedure, study programmes of HSE and SLA were (re)accredited as well in three further clusters by other FIBAA panels[41]. The MBA and DBA programmes of the Business School are already accredited by FIBAA until spring semester 2024.

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[40] https://szp.kz/en
[41] Cluster 2: Re-accreditation of the study programme: Bachelor of Service Management – Tourism; Initial accreditation of the study programmes: Bachelor of Service Management – Hospitality, Bachelor of Arts - Applied Linguistics, Bachelor of Arts - Translation Studies, Master of Arts - Translation Studies
Cluster 3: Re-accreditation of the study programmes: Master of Science (MSc) in Finance; BBA in Management; BBA in Accounting , BBA in Finance; Initial accreditation of the study programme: BBA in Information Technology
Cluster 4: Initial accreditation of the study programmes: Master of Science (MSc) in Economics; Master in Business and Management; Concept accreditation of the study programmes: Bachelor of Arts in International Relations; PhD in Economics

The educational programmes of the University are developed according to the requirements and criteria of the Bologna Process; the National Qualification Framework[42], the European Qualification Framework[43] and the Dublin Descriptors are taken into account in the development of educational programmes. Intended learning outcomes, divided into knowledge, skills and competencies, have been defined for each programme, module and course. The content of educational programmes follows the ECTS credit system.

The University currently consists of four Schools: KAZGUU Law School (KLS), Higher School of Economics (HSE), School of Liberal Arts (SLA) and Business School (BS). The educational programmes are distributed according to the profile of the School. The objectives of educational programmes have been formulated and specified in accordance with the Mission of the University that sets out objectives that focus the efforts of all students, faculty and staff on achieving short-term and long-term strategic objectives.

Admission and enrollment to the Bachelor, Master and PhD programmes is regulated by the Order of the Ministry of Education and Science of the Republic of Kazakhstan (MES) dated 31 October 2018 No. 600 "On approval of the Model Regulations for admission to undergraduate and postgraduate educational programmes" (Order 2018).

In accordance with the MES requirements, to be enrolled for the undergraduate programme a secondary school leaver must take the Unified National Test (UNT). The test consists of two blocks:

Block 1	Subjects	Number of MCQs	MCQ type
	Numeracy	20	One correct answer from five choices
	Literacy	20	One correct answer from five choices
	History of Kazakhstan	20	One correct answer from five choices
Block 2	First subject	20	One correct answer from five choices
		10	One or more correct answers from many choices
	Second subject	20	One correct answer from five choices
		10	One or more correct answers from many choices
Source: The National Testing Centre, http://testcenter.kz/			

The University enrolls graduates of general secondary education institutions as well as graduates of technical and vocational education, who have gained at least 50 points out of 140 points according to the results of UNT. Whereas, the threshold points on compulsory courses shall be at least 5 points for each section of the 1st block (The History of Kazakhstan, Mathematical literacy, Reading literacy – language of training), the threshold points for core subjects (first and second subjects) are depending on the study programme and are specified in Annex 1 of the KAZGUU Admission Policy. For example, for the Bachelor programmes Law, International Law, and Law and Law Enforcement of the KLS the two core subjects are World History (no less than 5 points) and Man, Society and Law (no less than 10 points).

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[42] https://adilet.zan.kz/rus/docs/V1200008022
[43] https://europa.eu/europass/en/european-qualifications-framework-eqf

Along with national admission requirements, there are also university requirements which are enshrined in the KAZGUU Admission Policy. All information about admission rules and policy is posted on the website of the University[44]. According to the KAZGUU Admission Policy, all applicants for the undergraduate programmes, where language of instruction is English, must pass KAZGUU English Placement Test (KEPT). The KEPT includes Reading, Listening, Writing and Speaking and can be replaced by IELTS or TOEFL certificates. The number of points to be achieved depends on the study programme and is regulated in Article 7 of the KAZGUU Admission Policy.[45]

Foreigners wishing to apply to an undergraduate academic programme at KAZGUU according to the requirements of the MES a candidate must present secondary school completion documents and have an interview with the Admission Committee. The criteria of selection via interview are established as follows: motivation; critical thinking and openness; and readiness for academic study.

Admission and enrollment for Master programmes is also regulated by the Order 2018. According to this Law, the enrollment to master programmes consists of two stages: application procedure and examination.
In the first stage, an applicant applies documents to the university where he or she plans to study. The documentation includes: a copy of bachelor diploma; a copy of an identity card; individual photos; and a medical certificate.
In the second stage, applicants must pass comprehensive testing which is carried out by the National Testing Centre of the MES. The comprehensive testing consists of three exams: 1) English (listening, writing and reading). This exam can be replaced by TOEFL and IELTS certificates; 2) Test on readiness to study (Critical Thinking and Analytical reasoning); 3) Exam in major related specific subjects which are defined by MES and published in Annex 7 of the KAZGUU Admission policy.[46]

Admission and enrolment for the PhD programmes is regulated by the Order 2018 and the KAZGUU Admission Policy as well. According to the state regulations, only candidates with a two-year research Master's degree[47] or equivalent are eligible for Doctoral programmes. In addition, a candidate should provide IELTS 5.5 and above or equivalent. At the moment, the admission for Doctoral programmes is de-centralised, such that each university selects eligible candidates based on their own criteria via independently set examinations, where eligibility is determined by the above-listed criteria. MES provides financial aid by allocating state educational scholarships for candidates who met all the required criteria and demonstrated high academic performance. KAZGUU University admits PhD students who get state scholarships. The number of scholarships is announced by the MES in the first days of the opening of the admission period in July.

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[44] https://kazguu.kz/en/postupayushhim-2/
[45] For example, for Bachelor in International Law it is 40 out of 100 points, for Bachelor in Translation Studies it is 65 out of 100 points.
[46] For example for International Law it is Basics of Law (testing), Constitutional Law (case), Civil Law and Procedure (case), Criminal Law and Procedure (case), Public International Law (case).
[47] The Kazakhstani Master's programme has two major pathways: 1-year programme ("profiled" or specialized) is for graduates of the same Bachelor degree and a 2-year programme ("pedagogic/research") for those wishing to undertake scientific/academic work in the future (teach at universities and/or pursue a PhD).

The Schools of KAZGUU form an Admission Committee that employs a holistic admission process in which every single application is given a thorough review. The Admission Committee is formed for the period of entry examinations. It consists of the Programme director, 3 to 9 further members, and secretary. All the commission members are permanent staff members of the University and additionally, independent experts and specialists from other organisations that shall make the examination procedure more transparent and objective.

Foreign language proficiency is ensured by asking the candidate for an international certificate confirming foreign language proficiency. The entry subject examination is the preparation of a preliminary research proposal on the proposed future research topic. A preliminary Research proposal is to be written in Kazakh, Russian or English, depends on the language of future research.

Preliminary Research proposal preparation aimed to evaluate:
• Feasibility of research design and preliminary research plan;
• Relevance, novelty, and clarity of the research question;
• Consistency of hypotheses and methodology(-ies) proposed;
• Clearness of the identification strategy where relevant;
• Quality of preliminary literature review;
• Academic writing skills.
In-class examination allows ensuring that the work is done independently and complies with academic integrity principles and standards.

To ensure that the evaluation procedure is fair and objective, all examination works of applicants' are coded by the Institution staff since it is considered as criminal breach of trust. It provides the selection procedure with unbiased and objective evaluation. After evaluation, all the examination papers are decoded.

The overall result of the selection is based on the second examination (preparation of the preliminary Research proposal), since international certificate confirming foreign language proficiency serves as a criterion to be eligible for the main examination.
Candidates who get the highest points (but not less than 75 points) are awarded a state scholarship. In case the applicants have similar examination results, other achievements can be taken into account.

Besides the results of the examination, Admission Committee takes into account student academic achievements, including publications of scientific articles, certificates on scientific innovations, scientific scholarships, grants, certificates of achievements, certificates of participation in the scientific conferences and competitions and work experience on the specialty.

Examinations at KAZGUU in general (including e.g. general examination regulations, examiners, forms of exams, methodological principles, GPA regulation and assessment criteria, grades, examination procedures, online examination, review of examination results and appeal, state exit examination) are regulated by the KAZGUU Assessment Policy (2018). According to the Policy, final grade is formed by the results of final examination and continuous assessment.
Final examinations are also divided by:

- access to materials (open book and closed book examinations);
- form of conduct (oral and written examinations);
- methodological approach (case report, case presentation, project report and presentation, etc. – the list is not limited).

The types of evaluation, procedures and course performance or module performance are included in the respective syllabus along with the employed teaching methods and studies duration. Student performance follows the syllabus requirements, including assessment types, duration and respective requirements as academically approved. For Bachelor and Master theses, Schools of KAZGUU use regulations such as Academic Policy on Final Thesis and Academic Policy on master dissertations.

Type and form of evaluation depend on the subject. Academic freedom of the faculty drives the choice of the assessment types and forms, though.

As an example, at KLS, overall, there are three types of examinations and two types of final Bachelor and Master theses.
The first type of an examination is the classic examination based on a case. The second type is based on an accumulative grading system (continuous assessment) which is regulated by the syllabi. Each syllabus establishes various requirements for student assessment. The common requirements of a 5 ECTS course include: writing an essay (1000-2000 words); solving a case (500-1000 words); and one presentation (8-10 pages).
The third type is the State/Final examination. A state examination is regulated by the KLS Programme of State Examinations. A state examination is a mandatory form of certification that students undergo to demonstrate sufficient knowledge for obtaining a Bachelor degree.

There are two types of Bachelor theses: Diploma Project and Diploma thesis. A Diploma Project is a research group work, carried out by order of the University with the condition of a pyramidal system (PhD – Master – Bachelor research) or by order of a third-party organisation within the framework of priority research areas. A Project is written by a group of three to five students, and all students in the group must meet the requirements of GPA 3.0 at the time of applying for the project.
A Diploma thesis is a group work carried out within the framework of the priority research areas, aimed at preparing intermediate results, implemented in the form of comments to articles (norms, provisions) of legislation or international treaties determined by the managers of the priority research areas. A thesis is written by a group of three students.
All pre-assessed projects and thesis are subject to public defense in a State Attestation Commission.

Regarding examinations in the Master programmes, all courses include an accumulative grading system (continuous assessment) as in the Bachelor programmes and are regulated by the syllabi. Students of the one-year master programme prepare a dissertation project which is aimed at solving existing practical problems, reflects the ability of a student to apply practical skills and can be closely related / ordered by the employer of a master's student or the place of practice. Students of the two-year master programme prepare a dissertation which is understood as a research

work aimed at solving a research problem. All pre-assessed projects and dissertations are subject to public defense in a State Attestation Commission.

The examples of the assessment methods in PhD programme courses are:
- Written / oral projects;
- Home or in-class individual/group assignments;
- Term projects;
- Case-solving, etc.

All exams, as they are defined for the modules, are suited in format and content to ascertain the intended learning outcomes. The examinations are composed so that the achieved qualifications and competencies can be determined and assessed. This includes, above all, that the certificates of achievement aim for a systematic understanding of the research discipline and the control of the research methods which are applied in this field of research. In addition, the certificates of achievement are aimed at a contribution of research that expands the frontiers of knowledge and withstands a national/international assessment carried out by scientists. The Research work progress is also systematically evaluated through the Annual Progress Review procedure, conducted by the Research Committee of the KAZGUU Law School.

PhD Thesis requirements are defined by the State Compulsory Standard (SCS) of Postgraduate Education. PhD Thesis defense procedure is highly centralized and regulated by the Degree Award Rules (DAR) and Model Regulation on Dissertation Council (MRDC) of the MES. PhD Thesis defense and PhD degree award could only be done by the special Dissertation Councils and must be approved by Control Committee for Education and Science of the MES. Submission of the PhD thesis is possible after the official approval received from the supervisor(s) and check for plagiarism. The thesis should then be considered by the KLS Research Committee and recommended for submission to the Dissertation Council.

In accordance with the SCS, a doctoral student is expected to complete classroom training (Core Courses I and II) during his/her first year of study. After successful completion (with "Pass" grades for each course), PhD student automatically receives the PhD Candidate ("All But Dissertation") status. This status is not defined by the national level regulations but defined by the KAZGUU policy. PhD Candidate then is given three years for successful completion of the PhD thesis.
In addition to the thesis, SCS mandates each PhD Candidate to publish academic articles in recognised peer-reviewed journals. A certain number of publications is the requirement to be admitted for the thesis defence procedure. The number of publications depends on the quality of the journals:

International peer-reviewed journals	Local recognised journals recommended by the Quality Assurance Committee of the Ministry of Education and Science
One article published at journal: - with JCR impact factor, or - indexed by Web of Science Core Collection (Arts and Humanities Citation Index), or - indexed by Science Citation Index Expanded (Social Sciences Citation Index), or - having the Scopus CiteScore highest percentile of 25 and above	Three articles
One article published at journal: - with JCR impact factor, or - having the Scopus CiteScore highest percentile of 25 and above and one articles published at journal: - ranked Q2-Q4 JCR, or - having the Scopus CiteScore highest percentile of 50 and above	No articles required
one articles published at journal: - ranked Q1 JCR	No articles required

Since the SCS only allows four years to accomplish, and in reality many Doctorate students at Kazakhstani universities are unable to publish three articles in international peer-reviewed journals with the required impact factor within this period, the majority of Kazakhstani universities readmit them again when they are ready for thesis submission. At KAZGUU, the extension status to be awarded is maximum three years. The extension status should be awarded by the School's Academic Quality Committee (AQC).

In Bachelor and Master programmes, the University welcomes the use of different methods by teachers in training, which contributes to eliminating the monotony and sameness of the learning process. In general, the University uses a variety of methods in training, such as the method of six hats, brainstorming, simulation, work in groups, mini-groups, case-study method, etc. For example, each teacher, as appropriate and depending on the discipline, uses the case-study method, which forms the skills of analysis, legal writing and development of experience in determining their own position. Also, teachers widely use the method of work in groups and mini groups, which allows teaching students to work as a team, to listen to the opinion of others.

The didactic function in PhD programmes is expressed in providing students with knowledge, skills and abilities they need in their research activity and future academic career. All the courses of the programme are closely related to each other and arranged in such way that the students receive basic methodology knowledge and research skills at first, and then specialised (professional) research competencies. The task of the professor is to acquaint students with new scientific knowledge to help them realise their potential in independent work.

After completion of a training section in first two semesters, including teaching and research practice, PhD students focus on research work, which is supervised by KAZGUU research advisor and foreign research consultant.
The research component of the programme, besides permanent work with research advisors, includes preparation and publishing of the research articles and reviews, presentations of the re-

search results at the conferences and round tables, research networking, research workshops of KAZGUU faculty and, as a result, preparation of a PhD Thesis.

Also, the programme provides an opportunity of a foreign internship, where PhD students are able to visit companies, institutions or universities of the other countries to conduct an internship or research for Doctoral thesis. In the last 5 years PhD students have visited e.g. Martin-Luther-Universität Halle-Wittenberg, Hochschule Rhein-Waal, University of Leicester, Universite de Lorrain, Oxford University, University of Nottingham, Weitz Center for Sustainable Development, University of Bologna, University of Aberdeen, Institute of Advanced Legal Studies (London), Newcastle University, Durham University and Nicolas Copernicus University.

All research conducted by the University professors forms the foundation for the so-called "pyramidal" structure of the relationship between research and the learning process, which means that higher-level research (PhD or professors' level) forms a request for detailed research results for the lower level of education - master's degree. Master's degree students, in turn, form a request for Bachelor's degree research results, taking into account their level of research skills.

Compliance with this relationship is maintained by a Committee of Science of each School. Before approving research topics for diploma projects or master's theses, the Committee checks that the planned research results correspond to the respective needs of professors, PhD students, employers or other owners.

The KPI of all professors includes the obligation to conduct regular Research Workshop aimed to disseminate the results of their research to their colleagues and younger scientists. In addition, each professor conducts a Research Show Case to highlight the research results and explain the role of Master's and PhD degree students involved in the research.

Within the framework of special scientific competitions organised by professors to identify the most talented young researchers, results may be counted as achievements in relevant academic courses or curriculum research practices.

At the end of each semester, a School Committee conducts a teaching quality evaluation survey for each course. A School Committee develops the methodology and questions, which are reviewed by QM. The survey is conducted by a School Committee two weeks before the end of a semester. A School Committee accumulates the data, analyses the results, and then sends the report to School management, ARC and QM. Individual results and recommendations are sent to faculty members whose courses were assessed in the survey. A School may conduct other surveys, focus groups, or personal meetings to evaluate School students' quality of education. These evaluations are analyzed by a School Committee and reported to School management, ARC and QM as well.

To assure and enhance the quality, QM conducts PhD Student Survey that aims to receive feedback from PhD students studying at Schools on the quality of academic supervision and their overall experience. PhD Student survey is conducted annually by the QM. The methodology and surveys are developed by the QM and reviewed by the members of the ARC. The survey is conducted in March, and a report containing the results and recommendations is available in May. The report is sent to the ARC, School Committees, the Board and other departments and divisions of the University that might be interested in the survey results. The survey is anonymous, and no one can identify any respondent's details.

The resulting information from each survey is evaluated, and the results are transferred to specific measures to improve and further develop the study programmes.

After the end of each semester, course instructors fill in the Course Management Form. Course Management Form is the self-evaluation form that serves as an instrument to assess the quality of teaching. Completed forms are accumulated and analysed by a School Committee, and the results are sent to the School management, ARC and QM. Each instructor receives personal recommendations and improves the quality of courses basing on these recommendations.

Alumni feedback is collected and analysed regularly by the University Alumni Association that is a voluntary association based on the joint activity of graduates, students, instructors and administration. Representatives of alumni are the bodies that are supportive of the goals and activities of the Club Council. Additional meetings of the Council may be convened at the discretion of the Chair. One-third of the members of the Council shall constitute a quorum. The analysis results of alumni feedback are reported to School Committee, School management, QM and ARC.

Employers' feedback is collected and analysed regularly by the Schools' Internship, Career and Employment Centre that promotes student professional development and efficient cooperation with employers and other stakeholders. The analysis results of employers' feedback are reported to School Committees, School management, QM and ARC.
Active membership of employers in the Business Councils, which consider and resolve issues of providing students with practice, internships and employment, as well as adjust educational programmes and supplement them with practice-oriented elective courses. Annual meetings of Business Councils take place from 2015.

The University is highly interested in establishing cooperations with stakeholders, which may be divided into the following groups:
• Universities;
• International organisations and embassies (for example, DAAD; Antenna (Representation) of the Hague Conference on Private International Law (HCCH) in Central Asia; OSCE Programme Office in Nur-Sultan)
• Professional associations and communities (ACCA, CIMA, The Republican Notary Chamber; Atameken, "Zan Kenes" Association of Chambers of Legal Advisors);
• Academic associations (European Network for Academic Integrity (ENAI); AIL);
• Certification centres of competence;
• Employers;
• Governmental bodies;
• Non-governmental organisations.

An important aspect of cooperation with more than 100 partner universities s is the exchange of students and dual diploma programmes. These areas are of great importance for the personal development of a student and the possibility of further employment. Furthermore, as part of academic mobility, students attend a full semester or one academic year in a foreign institution, and the credits obtained will be counted upon return to the University.

Table 3: Number of outgoing students between 2014 and 2020
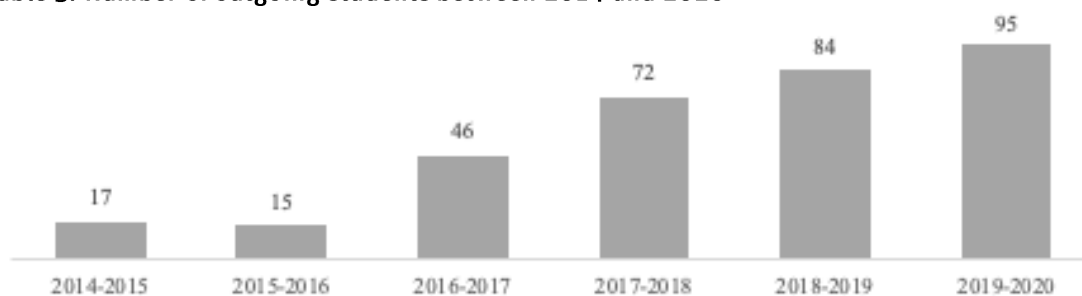
The University actively cooperates with embassies and diplomatic missions accredited in Kazakhstan. The main purpose of the cooperation is to promote the University in these countries, as well as to create recognition and attract students, teachers and researchers in various fields.
KAZGUU regularly organises guest lectures with the participation of heads of diplomatic missions, as well as joint cultural events, webinars, etc. Embassies also sponsor the University. In particular, the UAE Embassy provided financial assistance for the reconstruction of the lecture hall. The Italian Embassy funds Italian language courses for those who wish to attend. In addition, embassies assist in the organisation of guest lectures by professors from their respective universities. With the support of the Embassy of the Netherlands (in 2019 and in 2020), as well as the Embassy of Japan, guest lectures by professors from leading universities were organized for the students of the University.

The University Alumni Association - brings together alumni who have graduated since 1998 and maintains an institutional link with higher education institutions. Each year a free refresher course is held for graduates of the University to update their knowledge and skills.

The University has been a permanent partner of DAAD since 2009 and provides a permanent position as a lecturer of DAAD. With the active consultation and resource support of DAAD48, the first stage of reforms in the University structure and educational programmes (2014-2015) was implemented, and the School of German Law was established, which implements minor "German Law" He also oversees a two-degree programme with Halle-Wittenberg University.
Finally, the Friedrich Ebert Foundation and the Conrad Adenauer Foundation are partners in many educational projects and practical conferences.

Appraisal „Studies and Teaching“:

By having evaluated the six programmes of the KLS from the perspective of programme accreditation and through the interviews with other School representatives of KAZGUU as well as the information provided in the self-evaluation report, the panel formed the view that the study offer of the University and the superordinate qualifications objectives of the study programmes correspond to the University's profile and its Schools.

During the online conference the panel talked to deans, faculty staff, students and graduates in order to discuss and assess the admission processes, contents, structure, learning and teaching environment as well as quality assurance instruments for Studies and Teaching. The documentation of the presented study programmes demonstrates that the University is capable of develop-

ing suitable concept for study programmes. They are in line with the corresponding qualification levels. Furthermore, the University ensures predictability in teaching and examination operations. The didactical approach allows students-centred learning. However, as already mentioned in chapter II, the panel recommends a stronger involvement of students in School and University Committees where they can represent the student body, make proposals and thus, have an active role in the designing of learning processes.

During the online conference, the panel met a very dedicated and motivated teaching staff who reported about their didactic approach and their teaching and research activities. Furthermore, the panel has noted that the majority of the lecturers have international experience.

When assessing the mutual relations of research and teaching the panel came to the conclusion that a transfer from research activities to the area of teaching is sufficiently ensured, especially by the full-time professors. Since KAZGUU is moving towards a research HEI, the panel encourages KAZGUU that these faculty members remain involved in teaching in order to ensure a continuing integration of research into teaching activities (see also chapter VI. Resources). The Provost confirmed during the online conference that KAZGUU does not plan to remove them from teaching. Regarding the research activities in general, please also see chapter IV. Research. The panel recommends creating a plan with clear and transparent KPIs on faculty involvement in teaching and research. This plan should include appropriate reduction of teaching obligations to create sufficient resources for research. It should also include incentives for teaching staff to remain strongly involved and committed to high quality teaching.

The panel talked to students and graduates of the University from different study programmes. Overall, the students were content with the education and the academic support they receive. They receive all the necessary information regarding the study programme as a whole as well as for each course in corresponding documents presented on the website, Platonus and on LMS Canvas (admission regulations, curricula, course syllabi, examination regulations). The education process is assessed by the students as transparent and predictable. Students receive academic und administrative support in case of any academic or personal issues.

The graduates confirmed that the achieved learning outcomes correspond to the requirements on the job market and promote the employability opportunities. The teaching staff indicated that the curricula of the study programmes are adapted according to the current changes on the labor market as well as according to students' and alumni's feedback. In addition, the University cooperates with partners from the professional field both with public and private organisations. The panel appreciates that the employer representatives (Business Council) bring in their expertise in the development of the study programmes and take part in quality assurance. During the online conference the panel talked also to representatives of the professional field, who cooperate with KAZGUU. The panel formed the view that cooperation positively influences the content of the programmes' curricula.

KAZGUU has established a quality management system for studies and teaching that includes instruments and methods for the regular assessment of the programmes' quality. The information resulting thereof is evaluated by corresponding Committees as well as the quality management

unit and the findings obtained are transferred into specific measures for the programmes' improvement and further development in studies and teaching. However, during the online conference, the panel identified for the evaluated programmes of the KLS that there are significant dropout rates (from 2016-2020 in average approx. 28 % for Bachelor and Master programmes; and in average 49 % for the PhD in Law). In addition, almost each cohort from 2016-2020 of the Bachelor and Master programmes did not finish their studies within the foreseen time period (for Bachelor programmes in average 4,17 semesters; for 1-year Master programmes in average 1,22 semesters; for 2-years Master programme in average 2,1 semesters). During the online conference, KAZGUU stated that often personal reasons or financial issues are the explanation for these phenomena. The panel recommends KAZGUU develop a systematic mechanism for a follow-up on dropout rates and completion of studies within the foreseen time period and derive an action plan with concrete measures and responsibilities for student retention. In the framework of its statement on this report, KAZGUU stated that it understands the attention and concerns about the drop-out rates as the indicator may seem high. However, KAZGUU explained that because of objective circumstances, this indicator has been in the range of acceptable values for KAZGUU for a long time and does not have considerable deviations or abnormal dynamics. The indicator by itself logically follows the University's strategy not to toughen the requirements for admission to educational programmes, considering the low level of knowledge of secondary school graduates in Kazakhstan. In its Strategic Plan, KAZGUU provided the analysis, evidence and facts on the results of the international research PISA 2018.

According to the documents and to panel's interviews with the relevant stakeholders during the online conference, the panel has identified that the analysis of the student drop-outs has not (yet) lead to specific and effective measures to tackle student retention specifically at KAZGUU. The PISA 2018 study is a general database, and if KAZGUU uses this data, this might be valuable. However, each university should collect data and implement measures which are meeting the specific requirements of the institution. Otherwise, the data are not exactly matching the circumstances at the institution. Therefore, it is recommended that KAZGUU uses both data from general sources (e.g. PISA) and data which they collect directly from their dropouts in order to arrive at a well-established database. Also, KAZGUU should engage in a long term study (ideally each year), to monitor the situation and measure how the specific instruments against student dropout are taking effect.

KAZGUU holds cooperation agreements with partners from science, economy, culture and its social environment in the frameworks of studies and teaching that correspond to its study offer and formats. These relationships have a positive impact on programmes' development and promote the international outlook of KAZGUU as well as academic mobility of students and academic staff.

Quality Requirements	Exceptional	Exceeds the Quality Requirements	Meets the Quality Requirements	Fails to Meet the Quality Requirements
III. STUDIES AND TEACHING				
(1) Study offer and qualification objectives			X	
(2) Study programmes' quality			X	
(3) Research transfer to the areas of studies and teaching			X	
(4) Quality assurance			X	
(5) Cooperation		X		

IV. Research

Research forms a key reference point for the University under the Strategic Plan 2021-2023, whereby the University must complete the first phase of the transformation from the Teaching University model to the Research University model.

To achieve this, the University plans to:

- Qualitatively improve human scientific capacity by attracting active researchers with international academic experience;
- Build a system of continuity of scientific knowledge by institutionalising the involvement of bachelor's, master's and doctor's degree students in the research of university professors and adopting a new model of career development;
- Implementing the position of "Vice President for Research"
- Ensure the development of research skills in each educational programme;
- Development of international research projects;
- A focus on tangible application effects from every research that society needs.

One of the main strategic objectives of the University is to strengthen the research component both by promoting the research activities of its faculty and by implementing research-based learning strategies in teaching.

By the decision of the Board of Directors in 2010, the University established the S. Zimanov Academy of Legal and Economic Studies (former S. Zimanov Academy of Fundamental and Applied Studies), which is responsible for coordinating the University's research activities.

The Academy is headed by the Provost, who is also a Chairman of the ARC. The quality and organisation of research at a School level is ensured by the School's Committee of Science, which include only faculty members with the right to vote. Representatives of the administration of the Schools are included in these Committees without the right to vote.

A School Science Committee is a permanent advisory and consultative body for managing the research activities of the faculty members of a School. The authority of a School Science Committee, for example, includes: determining the main priority and perspective directions of development of science, research activities of a School, making recommendations to improve the methodology of research, taking measures to enhance and strengthen the scientific potential of teaching staff, Master's and Doctor's degree students, taking measures to integrate research activities with the educational process, monitoring and controlling the observance of scientific ethics in all research and participation in research projects; promoting the involvement of Bachelor's, Master's and PhD degree students, as well as faculty members in the research process.

For each professor with whom a contract of employment is concluded, a list of tasks (KPI) to be performed within a certain period (most often one academic year) is approved as a mandatory annex to the contract. The obligatory elements of such KPI are the tasks of specific (commissioned) case studies and the formation of scientific guidance (guidance of studies of learners, their selection and recommendation for further education). At the end of each semester, by order of the Chairman of the Board, a Commission for the Evaluation of Professors is established, which receives the intermediate and final reports of the professors on the results of the research.

The Bylaws on the teaching staff enshrines the mandatory limits of the teaching load of "assistant professor" positions - not more than 75 % of the teaching load (no more than 30 ECTS per year), "associate professor" - not more than 50 % of the teaching load (no more than 20 ECTS per year) and "professor" - not more than 25 % of the teaching load (no more than 10 ECTS per year) in favor of research activities. With the participation of professors in research projects financed by external organisations (state, international organisations and foundations and sponsors), professors are paid separately in addition to the available salary on a special contractual basis.

As a member of the Academic Integrity League (AIL) (see chapter I.), the University has made a commitment to "Criteria for assessing Bona Fide Journals for forming a list of recommended journals by the AIL[48] (approved by the Board of AIL, May 2, 2019). This document was created to provide a clearer picture of academic journals. These criteria should lay the foundation for the decision of school committees regarding publications of the faculty, PhD students and candidates, research staff of member organisations of the AIL, as well as for the evaluation of publications of the MES.

These criteria are applied to:
- School Science Committees in discussing and evaluating the research results;
- Departments of the Schools in the preliminary discussion of the research results of PhD candidates;
- The University Dissertation Council in evaluating the research results of PhD candidates;
- Certification and rating commissions of Higher Schools and the University when assigning categories "A", "B", "C" to teachers and establishing incentive allowances to their salaries.

According to the Handbook on Ensuring Academic Integrity, each faculty member and student has personal accountability for the violations of academic integrity principles in their publications (e.g. plagiarism, self-plagiarism, falsification/fabrication of data). The Handbook is applied by a Research and Ethics Committee of a School while reviewing and approving publications. In the case of academic integrity breaches, a faculty member may be dismissed from the University.

The review on research ethics is performed by the members of the Research Ethics Committee which is a special collegial body of ARC. Prior to the data collection stage, all research proposals undergo a review on research ethics. The research ethics review is understood as one of the key milestones of the PhD and master programmes because it helps to ensure that the proposed PhD research does not violate any rights of research participants or that candidates are aware of possible risks for their research participants and as a result take actions to guarantee their anonymity or increase the confidentiality of personal data.

To avoid conflicts of interest, all research products (articles, monographs, dissertation theses, graduation projects and research reports) are assessed by independent reviewers that are not affiliated with the author or their scientific advisor. Reviewers are selected either by the administration of a School or a relevant School committee.

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[48] https://adaldyq.kz/documents

In the frame of PhD programmes, each PhD student is assigned with a Consultant from the faculty members of the relevant Department who participates in the quality control of the dissertation research. At the end of the 1st, 3rd and 5th semesters, the Consultant conducts a peer-review and assesses the content and quality of the research done by the PhD student. Upon each peer-review, the Consultant prepares a report including:
• the adequacy of the amount of research prepared by the PhD student regarding the requirements of this policy;
• the degree of the quality of the PhD research;
• the quality of the Research Proposal;
• the quality of the prepared part of the dissertation research.

The organisation of research for bachelor theses and other research projects is built on Agile project management approach. This means that all participants of the research project (authors, scientific advisor and if applicable owner of the product) establish a systematic frequency of meetings and intermediate assessment of the results of the research stages. The research result itself is divided into fragmentary volumes of work, the quality and process of implementation of which is easier to control for all persons involved.

To develop a system of self-review of the quality of scientific research for professors, a mandatory type of activity has been introduced - a Research workshop, within which everyone is invited to get acquainted with the plan and intermediate research results presented by one of the professors. Each professor is obliged to organise and conduct at least two Research Workshops during the academic year.

The University has consistently scaled up research partnerships in line with the Strategic Plan 2021-2023. Particular attention is paid to the reputation and relevant experience of potential partners, the realism and achievability of results and their real impact on society.
Over the past five years, the University has implemented ten main projects with various partners, not only from the academic sector but also from corporate or professional backgrounds, and three other ongoing projects are underway.

Table 4: List of main research projects over the past five years

№	Project Name	Implementation period	Customer
1.	Development of guidelines for the application of the principles and rules of the law of England and Wales by the Court of the International Financial Center Astana	2016-2017	Astana International Financial Center (AIFC)
2.	"Strengthening Forensic Capacity" under the World Bank project Contract № KZJSISP/QCBS-06 In partnership with Key Forensic Services Ltd (UK), King's College London (UK), QPA Strategies Ltd. (UK)	2016-2018	Ministry of Justice of the Republic of Kazakhstan
3.	Capstone Project In partnership with Penal Reform International (PRI) in Central Asia	2016-2018	Embassy of the Netherlands
4.	Increasing the internationalization of research through the creation of a Level 3 quality assurance system in line with the European agenda	2017-2019	Erasmus+
5.	Jean Monnet Module «Privacy Protection: European Union Perspective» In partnership with Center for analysis and investigation of cyber attacks (Kazakhstan)	2019-2021	Erasmus+
6.	"Healthy childhood and socioeconomic status in Kazakhstan" In partnership with AYeconomics Reseach Centre S.L. (Spain)	2018-2020	Ministry of education and science of the Republic of Kazakhstan
7.	"The rule of law through the creation of administrative justice: Germany, Ukraine, Kazakhstan" (Rechtsstaat durch Verwaltungsgerichtsbarkeit: Deutschland, Ukraine, Kazakhstan) In partnership with Regensburg University (Germany), Taras Shevchenko National University of Kyiv (Ukraine) with support of DAAD.	2018-2019	IOR (Munchen)
8.	«Cultural environment of the historical city: transformation of Kazakhstan's urban space at the turn of the XIX-XX centuries» In partnership with L.N.Gumilyov Eurasian National University (Kazakhstan) and Surgut State University (Russia)	2020-2022	Ministry of education and science of the Republic of Kazakhstan
9.	"Drafting Development Strategy for the system of private enforcement of judicial acts" Контракт № KZJSISP/QCBS-14 In partnership with European Management Solutions Germany GmbH	2019-2020	Ministry of Justice of the Republic of Kazakhstan
10.	Service Model of Police Activity In partnership with Legal Policy Research Center (Kazakhstan)	2020-2021	Ministry of Internal Affairs of the Republic of Kazakhstan, Security Council of the Republic of Kazakhstan

Appraisal „Research":

KAZGUU's goal of becoming a research university was intensively discussed with different University members and stakeholders during the online conference. The panel felt that there is an overall awareness within the University community (faculty staff, employers, administration, students) that becoming a research university is an essential goal at KAZGUU and that efforts are being made to develop the University's scientific potential.
In its strategic plan from 2021-2023 KAZGUU has defined the goals for the first phase of the transformation. As described above in chapter I., the panel recommends implementing in addition a specific and measurable mid-term and long-term strategic planning with a concrete timeline, which goes beyond 2023.

Especially, the University's goal of qualitative improvement of human scientific capacity by attracting active researchers with international academic experience is considered as very important by the panel in order to ensure teaching and research performance at the University (see also Chapter IV. Resources).

The panel welcomed also the awareness of the University that an academic culture, where especially collegial exchange on research and research methods takes place must be enhanced in Kazakhstan in general and thus at KAZGUU in particular. The panel formed the view that it is a helpful self-reflection and that efforts are being made by the University in order to promote the academic culture and motivate different stakeholders. For example, the panel could identify that the University members are especially keen to cooperate with westernized universities; they promote workshops and seminars for faculty staff as well as academic mobility.

From the interviews during the online conference as well as from the information provided in the self-evaluation report, it was shown that the University's full-time teaching staff is involved in the research environments of their respective subjects (e.g. through scientific publications, participation in conferences, and research cooperation). All professors, according to the employment contract, are required to conduct research (including through grants) and publish their results in peer-reviewed publications. The systematic reduction of teaching load of (assistant, associate) professors enables them to participate in research activities. The KPI system and the consequent impact on salaries are further means of a suitable incentive system.

The University has submitted a publication list of the Schools and also during the online conference several accomplished research projects were described by the faculty. During the interviews, the panel has also seen willingness to move towards more multidisciplinary research. The panel welcomes this idea and would like to encourage the University to conduct more multidisciplinary research, which can also be promoted and fostered through collaboration between the Schools of KAZGUU.

KAZGUU has implemented instruments such as the anti-plagiarism software Turnitin and further internal regulations and advisory measures that ensure a good scientific practice. The quality management system includes instruments and methods for the regular assessment of the quality of research.

The panel formed the view that KAZGUU promotes a culture of cooperation in research, especially with European higher education institutions and national authorities such as ministries. In order to achieve more external grants for research, the panel recommends taking into account prominent initiatives in Central Asia such as open calls of the Eurasian Economic Committee under Eurasian Economic Union and the Road-Belt Initiative (especially in collaboration with Chinese higher education institutions), where significant grants can be received. In addition, it helps the University to get into contact with other researchers and thus, broadening their network, conduct multidisciplinary research and raise their positioning as a research-oriented university.

Quality Requirements	Exceptional	Exceeds the Quality Requirements	Meets the Quality Requirements	Fails to Meet the Quality Requirements
IV. Research				
(1) Research strategy			X	
(2) Research activities			X	
(3) Promotion of research			X	
(4) Good scientific practice			X	
(5) Quality assurance in research			X	
(6) Research cooperation			X	

V. Services (Administration, Counselling, Academic Support)

Support Services of the University aimed at achieving and implementing learning outcomes of the programmes, as well as meeting the educational, personal and career needs of a student, may be divided into two parts: Academic Support and Non-Academic Support.

The Admission Office of the University is a structural unit within the Marketing and Sales Department. It is responsible for the annual recruitment and attraction of applicants, as well as advising potential students. To disseminate information and recruit applicants, Admission Office creates informative videos; conduct regular live broadcasts and thematic ZOOM conferences; interact and communicate with the applicants' community in different social networks (including telegram bot), visit secondary schools and colleges to tell about the University, hold Open-Door Days, Entertaining show programmes and participate in national and international exhibitions (see self-evaluation report p. 48).

Upon admission, students attend the orientation week conducted by the Department of Students Affairs (DSA) with the participation of other units, during which they get acquainted with the provisions of the University's Academic Policy, as well as the work of the relevant structural units, infrastructure and student clubs. The plan of activities during the orientation week contains three mandatory blocks - "Orientational", "Functional", and "Motivational". In the orientation block, freshmen meet with the Provost, the deans, the head of DSA and present educational programmes. In functional block, students register in the University's information systems and learn how to work with electronic resources (library services, mobile application, etc.). The motivational block is designed to prepare for the conditions of university life and the first professional steps; the most successful students and alumni are invited as speakers or prominent and well-known experts of professional fields.

Academic support for students is provided by the Registrar's Office, Advisor's Office, International Office and other units. All applications are submitted online through M. Narikbayev KAZGUU University app.

The **Registrar's Office** is responsible for recording students' academic achievements during their entire educational life and ensuring the organisation of all types of assessment and calculation of academic rating. The Registrar's Office helps and supports the academic community of the University, serves to develop the academic calendar, schedule courses for the following academic period in Platonus AIS and examinations, plans the availability of classrooms, and provides assistance in lecture halls booking. The unit also conducts the registration on courses, keep track of enrolled students' number, issue academic documents[49] and administer information systems Platonus AIS and Canvas LMS.

The **Student Service Center** (SSC), as a part of the Registrar's Office, provides information and announcements to students about academic, organisational and other events connected to the study process. Managers of the unit consult students about the transfer, readmission, academic

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[49] Documents such as transcript, certificates confirming study place, diploma and supplements.

leave, course schedule, reservation of classrooms, requirements for graduation etc. All University policies, regulations and important information for students are posted on the SSC website[50] and are available in three languages (Kazakh, Russian and English).

The **Advisor's Office** is an integral part of the educational process that supports students in determining their individual learning path. The Advisor's Office functions at each School. Each Advisor is assigned to a specific number of students. In order to receive an advisory from an Advisor, a student can apply by corporate mail or sign up for an individual advisory through the application[51].

The **Internship, Career and Employment Center** (ICEC) provides support for the student during internships and job placement and is established in each School. Students are provided information about organisations where students may pass internships as well as about vacancies for students and graduates on a permanent basis. The University promotes its graduates in the labour market by conducting events: present educational programmes and the learning outcomes achieved via presentations and orientation meetings with employers such as Job Fairs, Career Day and workshops. Every spring, each School conducts a Job Fair where employers provide information about vacant job positions. Moreover, ICEC works on systematisation of the evaluation of relations with employers and analyse their needs through a monthly survey on «Hot vacancies» and visit different organisations on the Open-Door Days.
The special organisation **KAZGUU Alumni Association** functions at the University to establish sustainable relations between the University and its alumni.

The **International Office** (IO) has the powers and responsibilities in the development of internationalisation; one of the main functions is to ensure the international academic mobility of students. Participation in the academic mobility programme includes the submission of documents and participation in the competition. This service is provided to students online via M. Narikbayev KAZGUU University app. Information about the competition, selection criteria and necessary documents is available on the University's website and in the social network. After successfully completing the stages of the competition, the participant of the academic mobility programme begins preparation for the study at a partner university. At this stage, IO informs applicants of further procedures, requests letters of invitation from partner universities, coordinates the collection and dispatch of documents to foreign universities partners provide advice and assistance on any problems encountered in connection with the academic mobility programme. A more detailed business process is described in the Regulation on Academic Mobility.
In addition, IO provides assistance to the University's faculty members to participate in exchange programmes, including Erasmus+, and organise guest lecture programmes to visit partner universities.

IO provides migration and visa support to foreign students studying under the academic mobility programme and foreign faculty members throughout their stay in Kazakhstan. For full-time students, the **Department of Legal Support** provides a migration support service[52].

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[50] https://tson.kazguu.kz/en/
[51] https://tson.kazguu.kz/ru/moj-edvajzer/
[52] https://kazguu.kz/ru/vizovyie-i-migratsionnyie-voprosyi/

Non-academic support is conducted by providing financial assistance and support, adaptation to the student life and awareness raising development, as well as health and mental care assistance. The **Department of Student Financial Support** provides a service to advise applicants, students and their parents on financial matters. Another type of financial support is provided by the **Corporate Fund "KAZGUU Endowment",** the purpose of which is to attract additional resources in the form of cash contributions and gifts from graduates of the University and various companies of the Republic of Kazakhstan, which are subsequently directed to assist in the education of students, strengthening the material and technical base of KAZGUU University[53].

The **Department of Student Affairs** is a division of the University that provides the following services to students:
House of Students (Dormitory)
Students from socially vulnerable groups and orphans deprived of parental care are primarily provided with places in the Student's House. Priority is also given to students from outside the city.

The **Health Care Center:** According to the memorandum and agreement reached by the University, private medical centre "Mediker" (one of the largest private medical centres of Kazakhstan, hereinafter - "Mediker") provides the work of the medical station in the building of the University, in accordance with the rules of "Sanitary and Epidemiological Requirements for Educational Facilities" from 16.08.2017. The Health Care Center provides outpatient medical care to students, employees and visitors of the University.

The unit **Psychological Support Service** for all University members supports and strengthens the psychological wellness and helps create a psychological climate at the University[54].

The student body **«KAZGUU Students Association»** is intended for the regulation of student life in the University in terms of general development and realisation of leisure programmes, representation of students' interests, protecting the rights of students and disseminating the values of the University. It supervises the activities of student organisations and bodies.

The main way of assessing the quality of the services offered is an anonymous questionnaire, which is organised and conducted by the Quality Assurance Manager. The results are compiled, analysed and brought to the attention of the members of the Board, the members of the Academic and Research Council, the members of the School's committees and other interested departments.

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[53] For 5 years of its activities KAZGUU Endowment provided financial assistance to more than 250 students from socially vulnerable groups (large, low-income, single-parent families, orphans, the disabled) in the amount of more than 175 000 000 tenge, including:
- grants – 65 251 542 tenge;
- scholarships – 11 464 000 tenge;
- partial aid from 5 to 75% – 33 216 407 tenge;
- grants from the KAZENERGY Association – 65 112 389 tenge.
[54] At the same time, there is an online consultation for students through a Telegram channel. During the quarantine period, a video "How to Stay Effective During Quarantine»59, weekly WORKSHOP (meetings) are held with a psychologist for students staying at home, live broadcasts where students can ask questions.

To ensure assurance and enhancement of the quality of provided services, the University follows the Plan-Do-Check-Act cycle.

Plan: Development of objectives for service and planning the way of its implementation. Academic services – ARC, non-academic – Board;

Do: Implementation of a service; (Any service – feedback of users and mechanisms of control, transparency);

Check: Evaluation of the relevance of objectives and efficiency of implementation of service via different instruments; (surveys, reports of users);

Act: Adjustment of a service based on the results of the previous stage.

Appraisal „Services":

The services offered by the University are documented in a clear and user-friendly manner on its website[55]. The expert panel was convinced that a variety of guidance and assistance by faculty and administration are available for students. In addition, advisors are assigned to students in order to provide academic counselling and support.

Furthermore, KAZGUU has developed a good career support culture, which offers students different career events, consultation services as well as information about vacant job positions, and has therefore a positive impact on students' employability. The panel also considers University's employer and alumni network as helpful to provide students with a link to the world of work.

The evaluation of the administrative services is considered suited by the expert panel to control the efficiency and students'/teachers' satisfaction with the services provided. This allows for continuous feedback and the results can be transferred into specific measures for further development. The panel is convinced that the students get a very student-oriented service.

Quality Requirements	Exceptional	Exceeds the Quality Requirements	Meets the Quality Requirements	Fails to Meet the Quality Requirements
V. SERVICES (ADMINISTRATION, CONSULTING AND ACADEMIC SUPPORT)				
(1) Services			X	
(2) Assessment of services			X	
(3) Further development of services			X	

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[55] https://kazguu.kz/en/students/

VI. Resources

The provision of modern equipment, facilities and working conditions for professors, faculty members and students is a strategic part of the University's activities. The goals, objectives and indicators are defined in the University Strategic Plan.

The material, technical and social base of ownership of the University is located in Nur-Sultan. The University provides facilities for all types of lecture, laboratory, practical and scientific research work for students, as stipulated in the educational programme, corresponding to the existing sanitary and technical norms as well as national requirements[56].

The University campus is located on a land plot of 4.6859 hectares and includes:

1. Educational building with an area of 32,235.1 sq.m., of which:

- Classroom space of 16,599.60 sq. ft. includes:
- 126 classrooms, including lecture halls, classrooms for practical classes and specialised rooms (28 laboratories) and 71 rooms for the faculty and administrative staff.
- IT atrium;
- two gyms and one gym for team games.

Auxiliary premises of 15,635.50 sq.m., include

- First President of the Republic of Kazakhstan Conference Hall;
- Two co-working zones;
- Eight Open Rooms;
- Five Open Space zones;
- Two canteens for students, faculty and staff, four food court areas;
- Two health care offices.

2. Student House, 5,030.3 sq.m.

3. Training ground for students of the military department;

4. Football field.

To provide educational services in the online (distance) format and observing the principles of academic integrity, the University implemented informational systems such as: «CANVAS LMS», «PROCTORIO», «TURNITIN», «BLOOMBERG», «ZOOM» and «TEAMS».

Based on specialised rooms and study laboratories, practical and laboratory classes are held to develop students' practical skills. For example, the language room and the simultaneous interpretation room are equipped with special audio-video systems, computers, headphones, microphones and an interactive board.

The University has a free WiFi network for all classrooms. The total bandwidth of Internet channels in the University is 400 Mbps. The University annually upgrades and renews its computer facilities (see self-evaluation report p. 71).

M.S. Narikbayev Library (Library) space is multifaceted, with different social, cultural, and objective meanings, while also fostering, motivating, and inspiring collaborative and informal learning processes. There are nine halls at the library and open rooms. There are more than 60 Computer

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[56] GOSO dated October 31, 2018 No. 604 «On approval of state general compulsory standards of education at all levels of education».

Workstations with Internet Access and Wi-Fi in the Library. Online booking service for Open Room is provided as well. Library is open for KAZGUU community members and public from Monday to Saturday, from 9 am until 8 pm. Before the pandemic times the library was opened until 10 pm. During the academic sessions library is opened during 24 hours.

Library provides access to the print collection (including textbook collection for students), licensed electronic book collection, digitized materials collection, rare books collection, periodicals collection and licensed electronic databases collection. The size of the print collection is around 39,000 unique titles of books on a wide variety of subject topics. The total number of copies is around 180,000 copies. As of the date of preparation of the report October 9, 2020 Library provides trial access to nine databases of scientific journals and books. Among them are Wiley Online Library, Cambridge Core, JSTOR, Hein Online, NexisUni, UNWTO, EL "Lan".

Currently, there are 66 licensed ebooks in total, including ebooks from the Oxford Scholarship Online series and 41 ebooks available through EBSCO Information Services Aggregator Platform. Bibliographic Information about each library holding's item is available through indexing and bibliographic service at the Online Public Access Catalog at the Library official website[57].
Among subscribed e-resources, there are Westlaw Next International Academics (Thompson Reuters), The Economist, The Wall Street Journal, Science Direct (Elsevier), Scopus (Elsevier), Web of Science (Clarivate Analytics). 66 Ebooks were purchased perpetually for instructors and students. Off-campus access to all e-resources is provided to library users through Proxy-server settings. Online Public Access Catalog (OPAC) is available on the Library website.

The full-time academic staff at KAZGUU consists of 159 persons, including 13 professors, 31 associate professors, six assistant professors, four adjunct assistant professors and 13 senior lecturers. The part-time academic staff consists of 88 persons and the non-academic staff of 241 persons.

The process of staff and faculty recruitment and hiring at the University are regulated by the Personnel Policy on the basis of the staff schedule. The staff schedule is made in accordance with the organisational management structure of the University, which ensures the implementation of the mission of the University and the achievement of its strategic goals and objectives.
The competition for the vacant positions of full-time professors is held once a year, in two stages: the first - from June 1 to 10 and the second one - from August 5 to 15.
The indicated positions in the Schools shall be determined in the following cases:
1. in the course of restructuring;
2. according to the results of rating assessment of the faculty;
3. upon opening a new educational programme;
4. any other changes entailing a change in the faculty schedule.

"Professor": For Academic qualifications in this position, the candidate must have:
- PhD degree of a university, preferably with international accreditation and / or international recognition;

- at least ten publications in peer-reviewed journals recognised by the professional community or equivalent - in books, monographs, etc. of them - at least three publications in the last four years;
- teaching and research experience for at least ten years, of which at least three years at the position of Associate Professor;
- experience in research leadership, achievement of research results at the international level, curriculum development and accreditation programs are preferred.

"Associate Professor": For Academic qualifications in this position, the candidate must have:
- PhD degree of a university, preferably with international accreditation and / or international recognition;
- at least five publications in peer-reviewed journals recognized by the professional community or equivalent - in books, monographs, etc., of which at least two publications in journals indexed in international databases with an impact factor (Web of Science, Scopus, etc. etc.);
- teaching and research experience of at least five years, of which at least one year in the position of Assistant Professor;
- experience in research leadership, achieving research results at the international level, developing curricula and programmes in the field of accreditation is preferable.

"Assistant Professor": For Academic qualifications in this position, the candidate must have:
- PhD degree of a university, preferably with international accreditation and / or international recognition;
- at least one publication in a peer-reviewed journal recognized by the professional community or equivalent - in books, monographs, etc.;
- Relevant professional and / or teaching and research experience of at least five years, of which at least one year in the Senior Lecturer position.

"Adjunct Assistant Professor":
For Academic qualifications in this position, the candidate must have:
- PhD degree of a university, preferably with international accreditation and / or international recognition, with the language of instruction corresponding to the language of the School's educational programme;
- in exceptional cases - a master's degree of such a university in the presence of a high quality of educational and methodological work, confirmed by the Academic Quality Committee of the School; at least five years of experience in teaching or research;
- academic titles, international and other recognised professional certifications, as well as significant achievements in professional activity are preferred.
For Professional qualifications in this position, the candidate must have:
- Master's degree, specialist, PhD Candidate or PhD of a university, preferably with international accreditation and / or international recognition, with the language of instruction corresponding to the language of the School's educational programme;
- relevant professional work experience of at least 5 years;
- International and other recognised professional certifications as well as significant professional achievements are preferred.

Persons wishing to participate in the competition for a vacant position, submit an application to the Chairman of the Board in the required form. The competition is held on the basis of an analytical summary of the results of the applicants in the form of tests, interviews, presentations on topics, protection of the form of KPI activities, while testing the knowledge of the applicant in accordance with the standard qualification characteristics for each position to determine the level of professionalism. Applicants conduct a speech for the members of the Interview Panel with a report on the topic of the presentation, the electronic version of which is submitted in advance to the Strategic Planning and Human Resources Department. Also, information on planned activities for the next academic year, according to the completed KPI activity form, must be presented.

Within the existing Standard Qualification Characteristics of Positions of Pedagogical Employees, as well as changes and additions to the Law of the Republic of Kazakhstan "On Education", providing the University with academic freedom and the right to independently determine the types and qualification requirements for the positions of teaching staff, the University, when selecting, depending on the vacant position, focuses on the following factors for both full-time and part-time teaching staff:

1. Education, scientific degree or academic rank;
2. Years of teaching experience, professional experience, including international;
3. Number of scientific publications, including international publications and participation in scientific research or conducting them independently;
4. Level of proficiency in native and foreign languages;
5. Availability of international certificates;
6. Achievement in teaching activities;
7. Participation in scientific conferences, including international ones;
8. Experience in developing curricula and certification programs.

To ensure the quality of teaching at the University, the academic responsibilities of the faculty include the following:
1) conducting classes with students;
2) developing curricula and courses;
3) preparation and delivery of lectures, tutorials, general examinations, and other duties to assess student performance.
In addition, members of the faculty advise on academic matters and depending on the course, and faculty members are required to conduct laboratory, practical classes, visit sites and other off-campus activities.

Upon employment at the University, new teachers and administrative staff are provided with a Welcome package and a Welcome book (sets of information to facilitate the adaptation of new employees), containing all the necessary information to facilitate adaptation within the walls of the University.

In addition, for academic staff, upon hiring, training in Canvas covers an important part of the introduction to the position and, in addition to advanced training, implies acquaintance with the teaching methods and principles of work in the University. The teacher must pass a three-month probationary period and cope with the tasks assigned to him/her, after which he/she is officially

considered accepted into the ranks of staff and gains access to the Professional Development Programme for Teachers.

In 2013, the School of Professional Development was opened, which plans to grow into a "Corporate University" (September 2021). For the development of pedagogical skills and the development of its full-time employees, the university systematically improves their qualifications through internships, seminars, courses and trainings. The School systematically holds methodological seminars at which teachers discuss and share methods and ways of teaching students and discuss the effectiveness of certain methods. For example, in 2020 several training seminars and webinars were held for faculty members on methodological aspects of online teaching, as well as the methodology of teaching legal disciplines.

There are also three professional development programmes for administrative staff (Professional Development Programme, Leadership Development Programme, Communicaton Development Programme). The first programme is intended mainly for new employees and specialists, and includes such general courses as: Team building; Result orientation; Educational leadership; Public speaking skills; Business letter and document preparation style; Time management; Intensive English; InDesign; Academic Integrity Policy.

The second programme is designed to train managers; top management can also be involved. It includes courses such as: Change Management; Result orientation; Team spirit; Corporate culture and leadership; Time management; Emotional intellect; Preparing the university for international accreditation.

The third program is designed to train employees in language skills. Training of foreign languages is included: English and other languages at the request of employees.

In the Corporate University, which the University plans to launch from September 2021, training will be subdivided by employee grade. For each grade, courses will be offered to select employees. The training programme calendar will be presented in September 2021.

The University's sources of funding are:
- Income from educational activities (commercial basis);
- Income from the Ministry of Education and Science;
- Scientific and fundamental research;
- Income from rental of residential and non-residential premises.

Expenditure planning is carried out in accordance with the internal cost classification and legislation of the Republic of Kazakhstan. The central budget is formed by combining the expenditure parts of the local budgets of the units, which is then integrated into a single form by the Department of Financial Development and Control.

One of the main factors of the University, in particular, deficit-free budget, and, at the same time, competitiveness, is the price of educational services. Therefore, each year, before the admission campaign, the Board approves the Register of the cost of educational services.

During the online conference and in its self-evaluation report, the Management stated that all revenues from the University's operational activities are directed only to the needs and requirements of the relevant field - educational activities, R&D (see self-evaluation report p. 81). All rel-

evant financial indicators are available online to the university management. Monitoring of the targeted use of funds within the limits approved for each line of expenditure. The Financial Development and Control Department monitors the effectiveness of the university's financial resources. An annual financial report on actual performance is prepared and is publicly available on www.gosreestr.kz (register of state enterprises and institutions, legal entities with state participation in the authorized capital), after approval by the Board of Directors.

Appraisal „Resources":

Since an online conference was conducted, the panel had not the opportunity to visit the University's building. The University has provided a virtual tour presenting the University's premises and facilities. Based on the materials provided, the panel formed the view that a smooth running of the University is ensured with regard to the capacities for research, studies, teaching and administration as well as the available rooms and facilities. Furthermore, the panel appreciates the learning and teaching platforms Canvas and Platonus as well as the KAZGUU-own application, which promote the educational process. In addition, during the online conference the panel was impressed by the motivated library team that seemed very dedicated to providing up-to date and extensive access to literature including electronic databases.

The expert panel is convinced that the qualifications of the full-time and the part-time academic staff correspond to the requirements of study, teaching and research. The faculty members have the opportunity to accelerate their research, learn innovative teaching concepts or methods and extend professional networks. The number of full-time professors currently matches the scope of tasks in teaching and research. Especially, the professors who are involved in research, are the core staff who integrate research into teaching. However, with regard to the goal of transformation into a research university, the research capacities would need to be increased. For the panel it was important that the current academic staff still has enough capacities for further teaching as well and that there remains a good balance between teaching and research. KAZGUU confirmed during the online conference that the University does not plan to draw the current teaching staff into research only, but they will continue with their teaching activities as well. The plan is rather hiring further academic staff with research skills.

The part-time teaching staff is involved in the organisation of University's teaching operations in a suitable manner. It has the same rights and duties and is subject to the same requirements in application and hiring processes.

The human resources in the different areas of performance allow for an adequate fulfilment of tasks. Staff professional development takes place for all staff groups and contributes to their qualification.

Given the financial sources of KAZGUU, the panel has no concerns that for the accreditation period the financing of the different fields of performance to the necessary extent is ensured. KAZGUU has also developed an assessment mechanism for its financial operations.

Quality Requirements	Exceptional	Exceeds the Quality Requirements	Meets the Quality Requirements	Fails to Meet the Quality Requirements
VI. RESOURCES				
(1) Rooms and facilities			X	
(2) Full-time teaching staff			X	
(3) Part-time teaching staff			X	
(4) Human resources			X	
(5) Financing			X	

VII. Publication / Public

The University pays great attention to informing students, the public, employees, applicants, their parents and employers about the content of educational programmes, the results of its activities, and the policy of the University.

The official website (www.kazguu.kz) provides information about the services provided and areas of activity. The texts of the mission, strategic goals of the University, policy in the field of quality assurance are posted on the website of the University.

In general, the dissemination of information about the University is carried out through the official social networks:

- Facebook[58],
- Instagram[59],
- Youtube[60],
- Telegram channel[61],

as well as through interaction with individual media representatives, government organisations, participation of university management and staff in events on topical issues on television and radio.

The rules governing the admission and training of students at the University are approved by the Academic and Research Council. Regulatory documents, academic calendar, schedule and information for students are posted on the website of the University and the Student Service Center[62]. Information about educational programmes is presented on the University website in the Schools sections, in the University's promotional brochures and social networks (see above).

Consultations of applicants and their representatives are held individually at the Admission's Office, during the Summer Admission Commission, local events (Open House Days), during visiting consultations at educational centres, during exhibitions as well as online in social networks and individual calls of contacts. Informing applicants, their parents and partners is carried out through the website and official social networks. Information on the University website is published in three languages: Kazakh, Russian and English.

Students, faculty and employees of the University get access to their own individual account in Platonus AIS, Canvas LMS, and mobile application.

Platonus AIS is a platform through which a student passes online registration for courses, views the schedule of classes, his/her individual curriculum, transcript of records, etc. (https://platonus.kazguu.kz).

In the learning management system Canvas LMS (https://kazguu.instructure.com) the teacher obligatorily publishes an electronic course and places there all educational materials (syllabus, including expected learning outcomes, criteria for assessing an academic course, text and video materials, distribution of the weighting coefficient of grades for completing assignments), checks

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[58] https://www.facebook.com/kazguuKZ/
[59] https://www.instagram.com/kazguukz/?hl=ru
[60] https://www.youtube.com/user/KazguuKZ
[61] https://t.me/uzhevgolove
[62] https://tson.kazguu.kz/en

the uploaded work of students, identifies the percentage of matches through the "Turnitin" match recognition system, keeps track of progress and attendance, and maintains correspondence with students. The student gets there access to the syllabus, educational materials, looks through the gradebook, calendar and other materials, maintains correspondence with the teacher, hands over the completed work on assignments and tests.

In M. Narikbayev KAZGUU University app, interested persons can access the general schedule of the University's study classes and view the occupancy of the classrooms.

On the website of the University employers and other interested persons are given the opportunity of online verification of diplomas issued to graduates through QR-code (verification by QR-code).

Finally, corporate mail and social networks are used to inform the faculty and staff of the university. Informing is also conducted through regular meetings and sessions with management in various formats.

To enhance public relations and network communication with external stakeholders, the University established a PR Service[63]. PR service is responsible for publication of information about the University activities, including TV stories, radio programmes and articles, on various platforms, such as national and city media, magazines, newspapers, social networks and websites. The University cooperates with several regional media[64]. For example, "Media Club Qazaqstan" was opened on the initiative of PR service on the basis of the University. This club has become a communication platform for social and business meetings, discussions, exchange of experiences and ideas of professional journalists, press secretaries, PR-managers, bloggers and opinion leaders.

In addition, University Schools have set up Business Councils, which are a kind of a dialogue platform with representatives of key employers and partners where the University works to further improve its educational programmes. At these meetings, new programmes and reports on the schools' activities are presented, and future plans are discussed.

The quality assurance system of the University is based on the principles of collegiality and transparency and ensures the engagement of students, faculty and staff members. All documents related to the academic processes are discussed and approved by the Academic and Research Council, as well as the changes of these documents. Analytical information, such as survey results, information on the distribution of grades, and course management forms are analysed by the QA Units (ARC, School Committees and QM), and the results of the analysis are delivered to students, faculty and staff members. Members of the University community receive information

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[63] Minutes of the meeting of members of the Board No. 246 of September 11, 2019
[64] Forbes, Nur.kz, Kazinform, Kazakhstanskaya Pravda, Business Kazakhstan, Toppress, Liter, Aikyn, Egemen, BAQ.KZ, Elorda info, EXCLUSIVE, Kursiv, 365 info, Sputnik, Bilim Aynasy, Infozakon, Imbusiness, za-kon.kz, TV Kazakhstan, Khabar, Eurasia, Atameken TV, Khabar 24, Almaty TV, Kazak Radio, Astana FM, Adyrna, Arnapress, Kazbilim.kz, Orda.kz, Aimaq.kz, Kznews.kz, Ratel.kz, Zhas Alash, ULT, Holanews.kz, Stan.kz, Auyl aynasy, Ruh.kz, Mygorod.kz, Elitar.kz, The-steppe.com, Alau.kz, Kazgazeta.kz, Vechernaya Astana, Ernur.kz

on any changes and results via official communication channels, such as University official website, Outlook and Canvas LMS.

Appraisal „Publication / Public":

The panel could get a good overview of the publication and documentation of the offered services and information tools for different target groups. The panel is convinced that the members of KAZGUU as well as external stakeholders and the public are informed on University's activities on a regular basis and through diverse channels (internal communication platforms such as LMS Canvas, Platonus and meetings as well as social media, website and TV and radio performances). The announcements on the website, the press products of the PR Service as well as the use of social media ensure that the prospective and current students, faculty, staff, parents, alumni, partners as well as the general audience are provided with information on University's activities and services.

Regulations regarding the "student life cycle" are defined and published. The publication of the policies regarding admission and examinations as well as the organisation of studies can be found on the website, and internal platforms such as LMS Canvas and Platonus, and are transparent and easily accessible for students and alumni. The different consulting formats such as events and social media channels follow the needs of the target groups. Additionally, students and alumni can get a personnel advice in all service departments of the School/University. Finally, the KAZGUU application form serves students as a helpful and modern information tool for the organisation of studies.

Competencies and responsibilities in the quality management system are clearly and transparently regulated in the Quality Assurance Policy and published on the platform LMS Canvas. KAZGUU informs its members on the quality management's results through different channels such as meetings at University and School level (e.g. ARC, School committees) as well as on the platform LMS Canvas, where for example the results of the student satisfactory surveys are published.

Quality Requirements	Exceptional	Exceeds the Quality Requirements	Meets the Quality Requirements	Fails to Meet the Quality Requirements
VII. PUBLICATION / PUBLIC				
(1) Competencies and responsibilities			X	
(2) documentation "student life cycle"			X	
(3) Advise and information			X	
(4) Public relations		X		
(5) Results of quality management			X	

Quality Profile

M. Narikbayev KAZGUU University, Nur-Sultan, Kazakhstan

Quality Requirements	Exceptional	Exceeds the Quality Requirements	Meets the Quality Requirements	Fails to Meet the Quality Requirements
I. MISSION STATEMENT, PROFILE AND STRATEGIC OBJECTIVES				
(1) Mission Statement			X	
(2) Profile			X	
(3) Target Groups			X	
(4) Academic Freedom			X	
(5) Strategic Objectives			X	
II. MANAGEMENT STRUCTURE AND QUALITY MANAGEMENT				
(1) Management Structure			X	
(2) Organisation of Localities	not relevant			
(3) Quality Management Strategy			X	
(4) Quality Management System			X	
(5) Quality Management Instruments			X	
(6) Escalation Management			X	
(7) Participation			X	
III. STUDIES AND TEACHING				
(1) Study offer and qualification objectives			X	
(2) Study programmes' quality			X	
(3) Research transfer to the areas of studies and teaching			X	
(4) Quality assurance			X	
(5) Cooperation		X		
IV. RESEARCH				
(1) Research strategy			X	
(2) Research activities			X	
(3) Promotion of research			X	
(4) Good scientific practice			X	
(5) Quality assurance in research			X	
(6) Research cooperation			X	
V. SERVICES (ADMINISTRATION, CONSULTING AND ACADEMIC SUPPORT)				
(1) Services			X	
(2) Assessment of services			X	
(3) Further development of services			X	
VI. RESOURCES				
(1) Rooms and facilities			X	
(2) Full-time teaching staff			X	

(3) Part-time teaching staff			X	
(4) Human resources			X	
(5) Financing			X	
VII. PUBLICATION / PUBLIC				
(1) Competencies and responsibilities			X	
(2) documentation "student life cycle"			X	
(3) Advise and information			X	
(4) Public relations		X		
(5) Results of quality management			X	

Annex 1: M. Narikbayev KAZGUU University Key Point Indicators for Strategic Plan 2021-2023

THEME 1. LIFE LONG LEARNING
1.1 Development of Academic Quality Assurance System
1.2 Compliance of Educational Programs With The Standards Of Professional Communities And Modern Labor Market (National   And International Levels)
1.3 Increasing Access to Socially Significant Products And Ser   Vices Of The University
1.4 Diversity of Methods And Opportunities For Increasing Pro   Fessionals' Level Of Knowledge And Development
1.5 Contribution to The Development Of Secondary Education   System

THEME 2. INNOVATION RESEARCH ACTIVITY
2.1 Ensuring the continuity of scientific knowledge
- Provision of grants on Master's degree level for the purposes of scientific schools
- Provision of grants on Doctor's degree level for the purposes of scientific schools
- Scientific rewards/scholarships for Bachelor's degree students for active and successful research activity
- Number of defended Master's degree students under the supoervision of scientific schools' faculty staff
- Number of defended Doctor's degree students under the supoervision of scientific schools' faculty staff

2.2 Development of innovative research contributing to the society development
- "New Civil Code" Project and the development of kodeks.kz platform
- "Readability of Law" Project
- Project "Service Police Model"
- "Encyclopedia of legal doctrines ""ELEMENTA"""
- "AI and Law" Project
- "Policy Papers publishing within the Political Economy Research Centre of the HSE: Series "New Economic Paradigm for Kazakhstan. Issuance 1. Kazakhstan and the results of the first 30 years"
- "Institutional Research in Higher Education" Project

2.3 Development of research quality control system
- "Implementation of Rules and regulations for scientific research meeting the requirements of ISO 20252:2019
- Market, opinion and social research, including insights and data analytics — Vocabulary and service requirements"
- Implementation of digital environment for the management and transparent planning of research activity, cataloging and storage of results
- Teaching faculty staff in the framework of CITI training

2.4 Internationalization of research
- Number of international research projects with the active participation of KAZGUU
- Increase of publication numbers in scientific research rankings with high impact factor
- Attraction of sponsorship and other funds from international and foreign organizations for research activities
- Number of international research internships/professional development for faculty staff and students

2.5 Transition from the "teaching (applied) university" model to teaching & research university" model

- Institutional model of budgeting on research activities
- Including the position of Vice-Provost in research activities and Transformation of Zimanov Academy and Project Office
- Implementation of universal international classification of academic positions and adding positions Teaching professor, Research|Teaching Assistant

THEME 3. INNOVATION ENVIRONMENT DEVELOPMENT
3.1 Digitalization of Processes and Development of Descriptive and Predictive Analytics
3.2 Identifying, Motivating and Supporting Proactiveness, Productivity and Creativity In Every Employee, Faculty Member and Student
3.3 Continuous Development of Abstract Thinking Skills
3.4 Creation of Scen*-Environment on Campus (*S-Mart, C-Omfortable, E-Fficient, N-Etworking)
3.5 Development of an Innovative Management Model of an Educational Organization

THEME 4. INTERNATIONALIZATION AND REGIONAL IMPACT
4.1 Enhancing the University International Reputation
4.2 Development of Academic Mobility and Recruitment of International Students, Faculty and Staff
4.3 Implementation of Joint Projects with International Partners
4.4 Development of Language and Communication Skills of Students, Faculty and Staff
4.5 Strengthening Regional Partnership and Impact (Cis Countries and Central Asia)

THEME 5. STUDENT, FACULTY AND STAFF SATISFACTION
5.1 Improvement of Administrative and Academic Support for Students, Faculty and Staff
5.2 Improvement of Financial Aid for Students, Faculty and Staff
5.3 Support of Student Clubs and Organizations

Annex 2: List of all study programmes offered at HEI

Bachelor degree:
1. 6B02301 Translation studies
2. 6B02302 Applied Linguistics
3. 6B02303 Kazakh-English Languages and Linguistics
4. 6B03101 Psychology
5. 6B03102 Business Psychology
6. 6B03103 International relations
7. 6B04101 Accounting and Audit
8. 6B04102 Economics
9. 6B04103 Entrepreneurship
10. 6B04104 Finance
11. 6B04105 Human Resources Management
12. 6B04106 Management
13. 6B04107 Marketing
14. 6B04110 IT in Business
15. 6B04111 Business Administration in Accounting
16. 6B04112 Business Administration in Economics and Data Science
17. 6B04114 Business Administration in Finance
18. 6B04115 Business Administration in Management
19. 6B04116 Business Administration in Information Technology
20. 6B04201 Law
21. 6B04202 International Law
22. 6B04203 Law and Law Enforcement
23. 6B10201 Social work
24. 6B11101 Hospitality
25. 6B11102 Tourism

Master degree
26. 7M02321 Translation studies
27. 7M02322 Applied Linguistics
28. 7M03102 Sociology
29. 7M03112 Business Psychology
30. 7M03122 Business Psychology
31. 7M03132 Business Psychology
32. 7M04102 Economics
33. 7M04104 Finance
34. 7M04105 Human Resources Management
35. 7M04106 Business and Management
36. 7M04107 Marketing
37. 7M04108 Management Accounting
38. 7M04109 Leadership and Corporate Governance
39. 7M04112 Business Administration
40. 7M04114 Finance
41. 7M04118 Management Accounting
42. 7M04119 Leadership and Corporate Governance
43. 7M04122 Economics
44. 7M04124 Finance
45. 7M04125 Human Resources Management
46. 7M04127 Marketing

47. 7M04128 Management Accounting
48. 7M04132 Economics
49. 7M04133 Tourism Management
50. 7M04142 Economics
51. 7M04151 Executive MBA (EMBA)
52. 7M04201 Law
53. 7M04202 International Law (professional direction)
54. 7M04203 Corporate law
55. 7M04204 Human rights and human rights activities
56. 7M04205 Law of international trade, finance and economic integration
57. 7M04206 International Economic Law and Process
58. 7M04208 IT Law
59. 7M04209 International Business Law
60. 7M04211 Law (scientific and pedagogical direction)
61. 7M04212 International law (scientific and pedagogical direction)
62. 7M11102 Tourism

PhD
63. 8D04112 Doctor of Business administration
64. 8D04201 Law
65. 8D04202 International law
66. 8D04101 Economics

Annex 3: Organizational chart of KAZGUU

Organizational structure of M.S. Narikbayev KAZGUU University

KAZGUU UNIVERSITY / M. NARIKBAYEV

- General Shareholders
- Corporate Secretary
- Board of Directors
- Audit Committee
- Board of Trustees
- Board
- Committee on Personnel and Repayments
- Secretary of the Chairman of the Board
- Committee on Strategic Planning
- Chairman of the Board / Member of Board of Directors
- Internal Audit Service
- Manager of Academic Quality Monitoring
- Academic and Research Council
- Provost
- Committee of Higher Schools
- Committee of Higher Schools
- Committee of Higher Schools
- First Deputy Chairman of the Board
- Deputy Chairman of the Board
- S.Zimanov Academy of Legal and Economic Research
- International Office
- Registrar Office
- Business School
- Military Training Department
- KAZGUU Law School
- Higher School of Economics
- School of Liberal Arts
- Vice-provost for Student Affairs
- Accounting Department
- Legal Support Department
- PR Service
- Legal Assessment and Certificate Bureau
- The Student Service Center
- Advising Office
- Advising Office
- Advising Office
- Museum
- Financial Analysis and Control Department
- Strategic Planning and Human Resources Department
- Project Office
- Internship, Career and Employment Centre
- Internship, Career and Employment Centre
- Internship, Career and Employment Centre
- Department of Student Affairs
- IT Department
- Marketing and Sales Department
- Office of Professors
- Departments
- Departments
- Departments
- Sports Centre
- Chancellery/ Archive
- Department of Development of Media-content and Organization of Events
- «State and Law» Journal
- Students House
- Security Service
- Property management department
- M.S.Narikbayev Library
- Service of psychological support of students