



«АККРЕДИТЕУ ЖӘНЕ РЕЙТИНГТІҢ
ТӘУЕЛСІЗ АГЕНТТІГІ» КЕМ

НУ «НЕЗАВИСИМОЕ АГЕНТСТВО
АККРЕДИТАЦИИ И РЕЙТИНГА»

INDEPENDENT AGENCY FOR
ACCREDITATION AND RATING

REPORT

**THE RESULTS OF EXTERNAL EXPERT COMMISSION VISITING
ALMATY ACADEMY OF ECONOMICS AND STATISTICS
WITHIN THE FRAMEWORK OF INSTITUTIONAL ACCREDITATION**

ALMATY ACADEMY OF ECONOMICS AND STATISTICS

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“IAAR”**

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ALMATY ACADEMY OF ECONOMICS AND STATISTICS

November 19- 21, 2015

The external expert commission has conducted an assessment of Almaty Academy of Economics and Statistics (AAES) on compliance of its activities with the institutional accreditation standards during the period from November 19 to November 21, 2015 in accordance with the Order No.1067 issued by the Independent Agency for Accreditation and Rating on November 11, 2015. The report of External Expert Commission (EEC) includes the assessment of compliance of educational services with the IAAR criteria, EEC recommendations and AAES profile parameters.

EEC composition:

1. Chairman of commission – Marina A.Skiba, Candidate of Pedagogic Sciences, Associate Professor, the National Economics University named after T.Ryskulov (Almaty);
2. Expert – Ardak N.Sakhanova, Doctor of Economics, Professor, the Kazakh University of International Relations and world languages named after Abylai Khan, (Almaty);
3. Expert – Galiya R.Kirillova, Candidate of Philological Sciences, Associate Professor, the Kazakh National Pedagogical University named after Abai;
4. Employer – Nurlan O.Turgumbayev, Research and Development Centre of “KazTransOil” JSC (Almaty);
5. Student – Maksat Rakhmetov, 3rd Course Student of University of Foreign Languages and Business Career (Almaty);
6. Agency observer – Zhanzira I.Shalabayeva, Project Manager on Post-Accreditation Monitoring of IAAR.



Presentation

Almaty Academy of Economics and Statistics

"Almaty Academy of Economics and Statistics" Closed Joint-Stock Company (hereinafter referred to as AIES) has been established under the Decree No.19 issued by the Government of the Republic of Kazakhstan on January 11, 1999 through the reorganization of the "Institute for Training, Retraining and Advanced Training of the personnel of the National Statistical Agency of the Republic of Kazakhstan" (ITR and AT).

The late changes in the legal status of AAES for the reviewed period are as follows:

1. Reorganization of "Almaty Institute of Economics and Statistics" CJSC in "Almaty Academy of Economics and Statistics" OJSC (Registration No.25395-1910-AO dated 29.03.1999).
2. Reorganization of "Almaty Academy of Economics and Statistics" OJSC in "Almaty Academy of Economics and Statistics" Institution (Registration No.70438-1910-Y-e dated 17.05.2005).

The activities of "Almaty Academy of Economics and Statistics" Institution are carried out in compliance with the Law of the Republic of Kazakhstan "On Education", regulatory documents, instructive letters and orders issued by the Ministry of Education and Science RK, and Charter approved by the Order No.414 issued by the Office of Justice of Auezov district of Justice Dpt. of the city of Almaty of the Ministry of Justice RK on 06.03.2014 (with changes and amendments in the foundation documents).

The main objective of AAES is to implement the educational programs of higher professional and post graduate professional education, performance of scientific programs of fundamental and applied nature as well as personal development of students.

Since the establishment, the Academy sets a goal to provide highly trained professionals able to satisfy the needs of employers and take an active part in further innovation of the Republic of Kazakhstan.

AAES Institution is a subject of higher professional education of the Republic of Kazakhstan and acts on the basis of Charter approved by the Order No.414 issued by the Office of Justice of Auezov district of Justice Dpt. of the city of Almaty of the Ministry of Justice RK on 06.03.2014 (Certificate of State Reregistration of Legal Entity No.70438-1910-Y-e dated May 17, 2005).

The Academy provides training and retraining of specialists in the field of economics, management, finance, accounting and auditing, marketing, information systems, statistics under Bachelor's and Master degree courses.

The total number of the faculty members according to the staff schedule is 134 people as of October 01, 2015. The proportion of regular lecturers – is 116 people (86,5%), 67 doctors and candidate of sciences, professors, associate professors, 29 employees are the masters of science. The training is conducted in 4 chairs on 7 directions of Bachelor degree course and 4 directions of Master degree course (License No.0137402 dated 03.02.2010).

Higher professional educational is both as intramural and extramural, including reduced educational program and on the basis of higher education. Term of apprenticeship is 2 to 4 years depending on the mode of study.

In 2013, 5 lecturers have completed the scientific internship in the Russian Federation and Republic of Belarus through the international grant of "Bolashak" of N.Nazarbayev, the President of the Republic of Kazakhstan. Starting from 2005, the lecturers of our Academy are participating in the competition "The best lecturer of higher educational institution of Kazakhstan" on a regular basis. And Ye.Kubayev, Doctor of Economics, Professor and G.Madiyarova, Associate Professor have become the holders of this grant within the context of this competition.

More than 30 ths. specialists have graduated from the Academy since the moment of its establishment and who successfully work in the RK Presidential Administration, RK Government, city and oblast akimats, tax administrations, statistical dpts., financial structures and hold key positions in large companies.

In 2010, the Academy has signed the Great Charter of Universities (Bologna, Italy). In 2010, the Academy has obtained the institutional accreditation of the National Accreditation Center of MES RK.

AAES participates in General rating of higher educational institutions of the country (NKAOKO) on an annual basis. Academy was the 9th in 2011 and the 15th in 2012 among the private higher educational institutions of the Republic of Kazakhstan.

At present, the composition of AAES includes 4 chairs, research and development centre and publishing centre. AAES has sufficient infrastructure consisted of 2 educational buildings, 2 halls of residence, 1 catering facility, sports hall and assembly hall. Training and laboratory base of Academy includes special-purpose rooms and laboratories, classrooms, ICT rooms, electronic learning resources hall and reading-hall.

The academy positions itself as the competitive higher educational institution which is possessing the effective system of corporate management, creating and successfully realizing innovations in science and education and providing high quality of education and personal development. Mission of Academy is the preparation of highly qualified specialists of all levels in various branches of economy according to the international standards by means of introduction of progressive educational technologies, system of online learning and improvement of intra-high school management.

In 2014, "The strategic AAES development plan for the period of 2015-2020" has been embraced. The backgrounds of this plan were based on the purposes, objectives and target indicators specified in GPRO of the Republic of Kazakhstan for the period of 2011-2020, the State program of the forced industrial and innovative development of the Republic of Kazakhstan for the period of 2010-2014. The strategic development plan of AAES for the period of 2015-2020 has been elaborated in the light of the Message of the President of the Republic of Kazakhstan – N.A. Nazarbayev, the Leader of Nation, to the people of Kazakhstan "Strategy "Kazakhstan-2050" - the new political policy of established state". Collegial bodies of management work in the Academy: Board of Studies, Rector's Office, Education Board and Council of Young Scientists. The Committee for Matters Concerning Young Persons is created and functions in the Academy. All main issues of the Academy functioning and development of its educational system are discussed at the meetings of collegial bodies of management, during which the main decisions are made. The general AAES management is performed by the Board of Studies. Heads of structural divisions, leading professors and associate professors, employers, representatives of students and master's degree students are involved in the performance of work of collegial bodies.

Educational activity of faculty members is followed by activities of special divisions (departments of the academic work, master's degree program and activities with the research and pedagogical personnel on science and innovations, information and technical provision, service of registration and mobility, sector of career and business partnership). In addition, the structure of AAES management includes such general administrative divisions as human resources department, publishing center, administrative-and-household, accounting department, library, civil defense and emergency unit.

The enrollment of students in 2015-2016 academic year amounted to 2484 students, master's degree students – 136. In total, the enrollment of students in the current year amounted to 2620 people.

According to 3-NK, at the university as of 2013-2014 academic year, the enrollment of students trained as per the programs of higher and postgraduate education amounted to 6711 people, in 2014-2015 academic year - 4035 people, where 3102 people in full-time education.

116 regular lecturers work at 4 chairs, where 65 doctors and candidates of science, 2 PhD, 29 masters. 18 lecturers have the honorary titles of the authoritative academic organizations of Kazakhstan and foreign countries.

In 2014-2015 academic year, 4 students of AAES got a grant of the President of Kazakhstan, 2 students are trained at the expense of AAES President Grant.

Each educational program has the development plan, and also an educational trajectory for a year which is approved by the Board of Studies of AAES. Educational programs are focused on implementation of competence-based approach in training according to the National frame of qualifications and aimed at the development and formation of professional and social competences of students. The principle of the academic freedom of higher educational institution is carried out when developing an elective component of the educational programs realized by higher educational institution; elective subjects are introduced in the program by taking into account the opinion of employers, faculty members of AAES and educational needs of students.

The Academy gives much attention to interaction with the employers in respect of training of specialists on an individual educational trajectory for the purpose of their subsequent employment. As a result of this work was the conclusion of agreement with “Faberlik-Kazakhstan” LLP on target employment of 2nd and 3rd bachelor degreecourse students in the specialty "5B050700 – Management" (the Program “Captains of Kazakhstan”). Thus, it should be noted that all students demonstrate the increased motivation for further successful training, and Academy tends to further effective cooperation with the employers. Employers, in turn, are motivated on receiving the experts trained by own order for concrete production. This direction allows to involve employers in the process of theoretical and practical training of future experts. In 2013-2014 academic year, 40 people were trained in AAES at the expense of the enterprises.

Contracts with 24 foreign higher education institutions and scientific centers on cooperation, including 7 - with higher educational institutions of far-abroad countries and 17 contracts – with higher education institutions of CIS countries. For the period of 2011-2014, thanks to the signed contracts, 82 students in the master degree course in specialty "6M050600-Economics" and 13 students in the master degree course in specialty "6M051100-Marketing" have passed the foreign practical study in such higher educational institutions as: the University of Economy in Bydgoszcz (Poland, Bydgoszcz), the East Mediterranean University and American University (Northern Cyprus), Orenburg State Pedagogical University (Russian Federation, Orenburg), GAZI University (Turkey, Ankara). For the purpose of implementation of the State program for development of the academic mobility in 2012-2015,5 students in specialties "Economics" and "Management" have visited 2 countries according to the coordinated programs at the expense of Academy (Institute of International Economic Relations - Russian Federation, Moscow, University of Economy and Business - Kyrgyz Republic, Zhalal-Abad).

Research center of innovative technologies was opened in Academy in October 2011 and successfully functions for the purpose of activization of research work of higher educational institution, broad attraction of faculty members and students. AAES takes the most active part in competitive programs and scientific projectsfor the purpose of ensuring integration of science, education and production, creation of conditions for commercialization of products of intellectual property and technologies. 5 projects in the amount of 14 mln.40 ths. KZT were carried out in 2012-2014 in Academy, including: fundamental and applied researches – 1 project amounting to 4 mln. KZT; economic researches – 4 projects amounting to 10 mln.40 ths.KZT. Customers of scientific projects are as follows: Head of Dpt. of "Committee of Science MES RK"; Institute of International Economic Relations (IMES, Russian Federation, Moscow), Dpt. of Economy and Budget Planning of Akimat of the city of Almaty.

The research library of Academy is represented by two reading halls, including the reading hall of electronic resources for 10 seats equipped with 10 computers, and hall of catalogs. The fund of library makes 290842 copies of books, more than 99793 names of electronic products. Lecturers and students have opportunity to work with the following modernized databases: "RMEB" (Republican interuniversity electronic library), "Zan", "Paragraph", "Polpred". Also, the agreement with “NTs NTP” JSC on provision of free access to the Uniform electronic library of the Republic of Kazakhstan was concluded. Wi-Fi zones are provided in allthe academic building. AAES updates the material and technical resources on annual basis and improves the educational and laboratory bases for the purpose of modernization of educational and scientific processes of Academy.

The official site of Academy - www.aesa.kz is represented in three languages (Kazakh, Russian and English), it has clear navigation, is constantly updated, and the web-blog of the rector is functioning within the framework of this site in order to provide a possibility of feedback with the management of higher educational institution.



Description of External Expert Commission (EEC) Visiting

Work of the External Expert Commission (EEC) was carried out in accordance with the coordinated Program of visiting of Almaty Academy of Economics and Statistics during the period of October 20 to October 24, 2014.

Activity of EEC was carried out on the basis of coordinated program for the performance of institutional and special-purpose accreditation of "Almaty Academy of Economics and Statistics" institution (hereinafter - Academy) during the period of November 19 to November 21, 2015 for the purpose of confirmation of information reliability containing in the report on self-evaluation and for additional facts collection.

Experts were guided by standard and instructive documents of Independent Agency for Accreditation and Rating (IAAR), including the Standards of institutional accreditation of educational institutions, Guide for organization and execution of external examination in the course of accreditation of educational institutions, Code of ethical norms of the external expert on accreditation. Additionally, the members of External Expert Commission during the visiting Almaty Academy of Economics and Statistics and preparing the final report on results of examination have used such general research techniques and methods as the comparative analysis, structural and functional approach, interviewing, questioning and observation.

Time schedule and program of visiting were previously determined by agency with the management of Academy and members of external expert commission.

The chairman of the commission performed management of the commission work. The commission considers that the report on self-evaluation submitted by Academy allowed the external experts to make general idea on the features of implementation of educational programs. In general, the documentation being studied during the visiting higher educational institution and meetings with the people as well as attending the classes by members of the commission have allowed obtaining more detailed information on programs to be accredited, their contents and organization, infrastructure, resources and administration.

For obtaining objective information on assessment of educational programs, the members of EEC have used such methods as observation, meetings and conversations with the staff of various structural divisions, students, questioning of the faculty members.

219 people have participated in the meetings.

Table 1. Data on employees and students participated in the meetings with EEC

Category of participants	Number
Rector	1
Prorector	2
Heads of chairs	4
Heads of structural subdivisions	12
Managers of research projects	8
Lecturers	55
Students	73
Master's degree students	24
Graduating students	25
Employers	15
Total	219

During a sight tour, the members of EEC examined the status of material and technical base of Academy, visited the educational building located at the following address: Zhandosov Str., 59 and Ladygin Str., 35, Almaty; the student's hostel No.1: Zhandosov Str., 59A and student's hostel No.2: Radostovts Str., 167, sports halls and open sports ground.

In addition, the commission considers as necessary to note the existence of own sports and health base located in Kapchagay (land plot – 1,5822 ha and rooms area - 274,8 sq.m (12 classrooms).

During visiting, the EEC made sure available sufficient classroom fund by visiting classrooms No.501, 503, 504, 505, 506, 507, 508, 509, 511, 513, 514, 515, 516, 402, 407, 409,410, 306, 310, 200, 211, 202, 214, 100, 104, sports halls, training laboratories, auditorium, buffet, and student's hostels.

Acquaintance with the material and technical base of Academy was carried out by means of the general fact-finding visiting of facilities intended for social needs, educational building and available classrooms, computer classes, specialized offices, training and research laboratories - "Laboratory for construction materials quality assessment", "Laboratory of virtual technologies", research laboratory "Social and economic statistics and forecasting", server room, student's hostel, first-aid post, and buffet. Experts visited divisions of Academic work dept., examined functioning of intra high school and all-republican programs of computer maintenance of educational process "IC-dean's office", "Prometheus 4.3" and "Platonus", respectively. Along with the subdivisions supervising the educational process, the experts visited the subdivisions responsible for the organization of research and pastoral work.

Members of EEC attended open classes within the educational programs accreditation.

External experts have requested and analysed work-in-progress documentation of Academy for the purpose of confirmation of information provided in the Report on self-evaluation. In particular, the Charter, work plans and records of meetings of the Board of studies for the reporting period, chairs' work plans, documentation of quality management system regarding the provisions (e.g., the Provision on granting of social support for students and Master's degree students of AAES approved at the meeting of the Board of studies, Record No.5 dated 18.12.2013), curriculums of all specialties of bachelor and master degree course, planned and reporting documentation on professional development of lecturers and development of external and internal academic mobility of students in bachelor and master degree course, organization and implementation of research work of higher educational institution, domestic regulations on organization of training activities, educational and methodical complexes of subjects (hereinafter—Teaching Materials), catalogs of elective subjects (hereinafter—CES), issues of the quarterly research and practical magazine "Statistics, Accounting and Audit" (ISSN No. 563-2415), reporting documentation of Research Center of Innovative Technologies, financial plans of Academy per calendar years according to the reporting period, Provision on discounts for the student training payment, audit inspection certificates, income certificate, certificate of social support of faculty members and administrative and managerial staff, balance sheet for 2011-2014, scientific research expenses.

After considering the results of attended classes, the experts note in general the high attendance of classes (minimum 80-90% in bachelor degree course and 100% attendance in Master degree course), strict compliance of classes with the declared subject of educational and methodical complexes, free possession of teaching material by lecturers, use of multimedia means for ensuring of educational process, active participation of students and master's students in development of the offered teaching material.

For the purpose of formation of complete idea by the members of EEC of ensuring educational process and participation of students in the higher educational institution management, the experts visited the Academy center of organization of leisure time of students along with holding meetings and interviews with the heads of all-university committee on youth affairs and similar structures of faculties and curators of student's groups.

The work of External Expert Commission was provided with all necessary organizational conditions, and a separate office equipped with corresponding office equipment with access to the Internet was provided to the members of the commission. During the work of the commission, the higher educational institution demonstrated an active cooperation on all issues for implementation of the Program of visiting by EEC of IAAR.

Following the results of the work performed by external experts, the final report conforming to the requirements of Independent Agency for Accreditation and Rating has been prepared which contained the recommendations and conclusions of the commission. During the final meeting with the management of Almaty Academy of Economics and Statistics, the Chairman of External Expert Commission has declared the results of the commission work and recommendations for improvement of activity of higher education institution being formulated by this commission.



Major Part of the Report

Educational activity of Almaty Academy of Economics and Statistics on implementation of 6 Bachelor degree courses and 4 Master degree courses: 5B050600-"Economics", 5B050700-"Management", 5B050800-"Accounting and Audit", 5B050900-"Finances", 5B120000-"Statistics", 5B060200-"Informatics", 6M050600-"Economics", 6M050700-"Management", 6M050800-"Accounting and Audit", 6M050900-"Finances", 6M051100-"Marketing" is carried out in accordance with the State license No.0137402 dated 03.02.2010 for the right of conducting educational activity. Training is conducted both by intramural and extramural-online study modes of education in the Kazakh and Russian languages. The Academy is guided by the State program of a development of education in the Republic of Kazakhstan for 2011-2020, Laws of the Republic of Kazakhstan "About education", "About science", Strategy of development of academy for 2011-2015, internal normative documents.

The external expert commission notes that educational programs of Bachelor degree course of intramural mode of study differ from educational programs of extramural mode of study with the use of remote technology regarding redistribution of volume of in-class learning and independent work of the students with the increase of standard term of training for one year. Duration of training of students of a full-time course on the basis of secondary general education is 4 years, on the basis of secondary professional education – 3 years, in correspondence department on the basis of secondary general education – 5 years, on the basis of secondary professional education – 3 years, on the basis of highest education – 2 years. Teaching and learning process is carried out within credit and remote technologies of training, and modular approach is used in preparation of educational programs.

All educational programs of specialties in directions of training are provided with the relevant normative documents integrated in teaching materials of specialties (UMCS) and subjects (UMKD) with the inclusion of organizational and methodical documents in specialty in UMKS, and learning and teaching documents in UMKD which determine planning, organization and execution of educational process in subject.

The organizational structure created by higher educational institution is adequate to the management system. Planned reports of management – prorectors, heads of chairs, heads of departments and divisions, questionnaire of students and lecturers act as mechanisms of internal monitoring of Academy management within activity of collegial bodies of higher educational institution.

The faculty of AAES makes 116 regular lecturers as of October 01, 2015, including 9 doctors of sciences, 55 candidates of sciences, 2 PhD. Lecturers from among candidates and doctors of science, experts of production are invited for a part-time job for lecturing and diploma work supervision. Average age of lecturers with academic degrees and ranks makes 50 years. The analysis shows that the number of regular lecturers decreases with 186 in 2013-2014 academic year to 116 in 2014-2015 academic year, thus the qualitative composition of the faculty has been improved. The steadiness increased from 55,1% to 57,75%.

The number of regular lecturers as of October 01, 2015 makes 116 people, including 9 doctors of sciences, 56 candidates of sciences, 2 PhD. The steadiness makes 57,75%.

The management of Academy carries out systematic work for improvement of professional development of lecturers both at home and abroad, mainly in higher educational institutions of Russia, Poland, Kyrgyzstan. Individual work planning of lecturers on primary activities is adequate to the requirements of ensuring educational and methodical and research processes in higher educational institutions of the Republic of Kazakhstan. Academy makes a practice of differentiated additional payment for professional achievements of lecturers on the basis of results of annual monitoring. Favorable social environment is created in the Academy which provides a corporate unity of collective and its social security.

Academy established the conditions necessary for professional knowledge acquiring by the students and formation of socially important values, active civic position, university corporate culture. Students and Master's degree students are provided with all required learning and teaching materials within the framework of implemented credit technology. For ensuring the efficiency of educational process in aid of students on all educational programs, the Academy has introduced the programs of computer support of educational process, including the educational portal "Platonus", in-house automated information systems "1C: Dean's office", "Prometheus 4.3". Along with that, the Academy management develops programs of internal and external academic mobility of students within the framework of 10 signed agreements on cooperation with higher educational institutions of the former Soviet Union and beyond. The academy carries out activity on employment of graduates and cooperation with the employers which includes the provision of the necessary consulting assistance by lecturers and staff of higher education institution on issues of professional activity and social and communicative adaptation of the trained specialists. The annual monitoring of graduates employment performed by the Academy demonstrates a tendency for demand for specialists of higher educational institution.

Research Center of Innovative Technologies (Order No.06-16/26a issued by the Rector of AAES on 05.10.2011) was opened during the reporting period for improvement of Academy scientific component. The main objective of the Center is the assistance in promotion of research projects of the Academy lecturers and expansion of practice in attraction of students to the realized research projects. The commission notes that Academy management actively supports the participation of lecturers in scientific conferences of all levels, renders assistance in release of collections of publications of lecturers and students. Scientific publications of lecturers of higher educational institution in domestic and foreign bases of citing are indexed as follows - 2 articles in the world Thomson Reuters base.

Realization of the mission declared by Academy is sufficiently provided with necessary financial resources, and control over distribution and reporting is carried out according to the standard forms of financial statements for institutions of higher education of the Republic of Kazakhstan. Financial and economic activity of higher educational institution is carried out mainly through the provision of educational services on a contractual basis, and rendering of additional paid educational services. Planning of financial activity is carried out through the formation of short-term plans for a period of one year. In general, the information provided by Academy for the last three reporting calendar years demonstrated the increase in own capital of higher educational institution by 32%. The main income of Academy made 92-94%, and the size of secondary income – 44 mln. KZT.

At present stage of development, the Academy has sufficient material and technical resource base. The infrastructure of Academy includes the facilities of regional representative establishments - 10 academic buildings, 3 student's hostels, recreation camp on Kapchagay lake. These buildings conform to the existing sanitary standards, requirements of fire safety and regulatory requirements for implementation of educational programs. The total area of buildings and structures of Academy makes 39976,1 sq.m., including educational – 22248,89 sq.m. The Academy has a library numbering about 400 000 editions of course books, and volume of electronic editions makes not less than 1000 names. The library of higher educational institution serves 2816 readers. Service of the readers is conducted differentially by subscriptions and in electronic resources hall.

The detailed analysis of compliance of activity of Almaty Academy of Economics and Statistics with the Standards of Institutional Accreditation of Independent Agency for Accreditation and Rating allowed the External Expert Commission making the following **conclusions in terms of standards** within the Program of higher educational institution visiting.

Standard 1 "Vision, mission and strategy"

The expert commission has come to the general conclusion on this standard. In general, the formulated vision, mission and strategy of Almaty Academy of Economics and Statistics correspond to the state policy in the sphere of higher education, and reflect a real position of higher

educational institution in the regional market of educational services. The Academy management has idea of current status, resources, competitive advantages, risks of its development and measures for their overcoming. The description of vision, mission and strategic objectives and tasks, ways of their achievement specified in the report on self-evaluation conforms to the "Vision, mission and strategy" standard. The Academy provided adequacy of vision, mission and strategy to the available resources, requirements of market and educational policy of RK.

The content of activity of Almaty Academy of Economics and Statistics is defined by the declared mission. Experts note the need for reflection of provisions of annual Messages of N.Nazarbayev, the President of the Republic of Kazakhstan, to the people of Kazakhstan which are historically important and socially significant for the Kazakhstan society in the strategy and mission realized by the Academy. This focuses the higher educational institution on revision of priorities of its development. In particular, it is advisable to reflect the need for development of scientific component in the mission. In this regard, Almaty Academy of Economics and Statistics is interested in updating of its mission and strategy for the purpose of reflection in its formulation of competitive advantages. Questionnaire revealed that the mission and strategy of higher educational institution in curriculums are reflected very well – 46, 4%, in procedures of assessment - 39,3%; in innovative programs - 35,7%.

Experts, in the course of work, have determined that extent of achievement of objectives set by Academy and analysis of results have to become the object of the constant analysis on the part of management to increase the institutional efficiency and image of Academy. Sector of career and business – partnership promotes formation of culture of self-positioning of graduates of EP in the labor market by supporting continuous relations with the employers.

The results being obtained during the polling of assessment of the level of faculty members feedback with the management were as follows: very well – 55,4%, good – 42,9%.

The answer of students to the question of their relations with the dean's office and level of its accessibility is as follows: completely satisfied students – 91,7%, partially satisfied students - 7,4%.

As for assessment of level of accessibility and responsiveness of the Academy management, the results were as follows: completely satisfied students – 90,7%, partially satisfied students - 9,3%. Poll about usefulness of web-site of Academy showed that are satisfied – 83,3%, partially satisfied – 13,9%.

Strong positions of Academy that have been noted by the external expert commission are as follows: unconditional understanding of specifics of the positioning in the competitive regional educational environment by Academy management and staff, involvement in realization of the need of the state for economists-experts in the field of assessment and statistics and social orientation of strategic planning.

At the same time, the estimated criteria of Standard 1 "Vision, mission and strategy" demonstrated that the formulation of mission of the higher educational institution insufficiently reflects the uniqueness of this higher educational institution, its obvious competitive advantages. According to the opinion of expert commission members, the reflection of these aspects in new edition of mission of strategy of higher educational institution will promote the increase of public and academic recognition of the Academy. In the report it is noted that there is a provision on procedure for development and approval of vision, mission and strategy with which all the administrative and managerial personnel, faculty members and employees of Academy (p. 13) are acquainted. Unfortunately, such a provision is not available in Academy.

EEC notes that Academy has strong position on 1st criteria of Standard 1 "Vision, mission and strategy", satisfactory position on 12 criteria, improvement is required for 5 criteria, and no unsatisfactory positions. Improvement is possible for criteria reflecting the demonstrations of real positioning of higher educational institution, identity and uniqueness of mission and strategy, assessment of success of strategy realization through effectiveness and efficiency indicators and also on risk management.

Recommendations for improvement of strategic management processes:

1. Correction of mission for the purpose of its reflection in formulation of identity and uniqueness of Academy and its competitive advantages.
2. Completion of work out the issues of coherence and correlation of strategic activities of Academy and specification of target indicators by taking into account the last programs for development of education and science of the Republic of Kazakhstan.
3. Reflection of measures for risks management and mechanisms of their prevention in the strategic development plan of Academy and educational programs development plans.
4. Development of the provision on strategic planning in Academy with accurate specification of its stages, mechanisms of involvement of representatives of groups of persons concerned.

Standard 2 "Executive staff and management"

The Academy carries out its activity in accordance with the Constitution of the Republic of Kazakhstan, Laws of the Republic of Kazakhstan "On education", "On science", on the basis of the Charter of "Almaty Academy of Economics and Statistics" Institution approved by the Order No.414 issued by the Justice department of Auezov district of Department of justice of Almaty of the Ministry of Justice RK on 06.03.2014. The Academy has the State license No.0137402 issued by the Ministry of Education and Science of the Republic of Kazakhstan on 03.02.2014 on the right of conducting educational activity in the sphere of the higher professional and postgraduate education. 73,2% of lecturers estimate the general spirit in educational institution concerning feeling of safety and tranquility as "very good" based on results of questionnaires and 26,8% - as "good".

The Rector of Academy has completed training according to MBA program (Management College of Southern Africa, October, 2011). Prorectors have Certificates of attendance on management in education. L.Bekenova has the following certificates: 24 academic hours, February 26-27, 2015, subject "HR management at university" (The PEOPLE, TEMPUS project, New economic university named after T.Ryskulov); March 5, 2014, subject "Methodology for development of joint educational programs" (MES RK, Center of Bologna process and academic mobility). D.Mukhambetov has the following certificates: subject "Development of intramural system for provision of quality of education" (NAAR), 30 academic hours, September 1-6, 2014; subject "Economic researches" (the East Mediterranean University, Cyprus); subject "Development of scientific communications", 6 academic hours, November 18, 2015 (British Council).

The commission of experts notes that the Academy management has performed a great job on formation of organizational structure of higher educational institution which is aimed at promoting the provision of effective activity and achieving the set strategic objectives. As ***strong positions***, the experts note the management on the basis of strategic management; strengthening of relations with the assessment and statistical organizations of the region for educational programs development; development of the international cooperation; formation of an active civic stand, social responsibility, feeling of patriotism by students. The Academy is provided with documents on organizational structure and management of higher educational institution, all main business processes are documented here, persons responsible for business processes are accurately defined, staff responsibilities are unambiguously distributed, functions of collegial bodies are differentiated. Systems of informing and feedback focused on students and employees are effectively functioning. Mechanisms of communication with the students and employees are developed. Experts especially note the existence of the thought-over social policy as a competitive advantage in higher educational institution that also promotes the increase of efficiency of educational work and educational process in general. Academy performs the monitoring of satisfaction of participants of educational process by quality of the provided services and efficiency of higher educational institution management. At the same time, the experts note insufficient involvement of all participants of educational process into monitoring researches – first of all Master's degree students and employers. Following the results of anonymous questioning within the work of the commission, 58,9% of lecturers estimated their involvement into process of adoption of

administrative and strategic decisions as "good", 35,7% - as "very good". 92,6% of students are completely satisfied with financial and administrative services of the Academy; 90,7% - with clarity of procedure for taking the disciplinary actions; 92,6% - with educational environment, team-spirit and mutual respect.

Along with this, the commission finds it possible to recommend to enter the consideration of results of sociological researches on satisfaction of all participants of educational process into the practice of monitoring of efficiency of higher educational institution management and promptly provide their acquaintance with the results of questioning and taken correcting actions.

EEC notes, within the Standard 2 "Executive staff and management", that on 8 criteria of this standard, the higher educational institution has strong positions, on 18 criteria - satisfactory, on 3 criteria – improvement is required, unsatisfactory positions - No. Improvement is possible on definition of ways for the risks decrease, analysis of efficiency of changes, productivity of subdivisions activity.

Recommendations for the purpose of ensuring the managerial effectiveness by Academy:

1. Assessment of risks and definition of ways of their decrease, analysis of efficiency of changes is to be introduced into practice of operational management.

2. Modern tools for assessment of productivity and efficiency of subdivisions activity and their interaction are to be introduced into practice and consideration of the issue on introduction of system of the balanced score card (BSC).

3. Systematize the measurement of degree of the needs satisfaction of faculty members, personnel and students.

4. Provide the transition to assessment of efficiency of employees and structural subdivisions activities through the measurement of KPI (key performance indicators) and performance of rating.

5. Consider the issue of Academy participation in the national and international ratings of higher educational institutions and educational programs.

6. Upgrade the skills of top management of higher educational institution, including the heads of chairs through the attendance of courses on management in education.

Standard "Educational programs"

In general, the educational programs in Almaty Academy of Economics and Statistics are realized in accordance with the existing normative legal acts in the field of education: the Laws "On education", "On languages", regulatory documents of the Ministry of Education and Science of the Republic of Kazakhstan. Training of specialists in Academy is carried out according to educational and professional programs of the State Academic Coding System of the higher and postgraduate education of GK RK 08-2009 and Standard curriculums approved in 2013. The structure and content of educational programs is defined by modular approach within the credit technology. The content of educational programs is formed on the basis of standard curriculums, standard training program, proceeding from the qualification characteristic of students in specialties and content of subjects of obligatory component.

Training in Almaty Academy of Economics and Statistics within the intramural mode of study with application of on-line technology on the basis of secondary, technical and professional, and higher education.

Training in Almaty Academy of Economics and Statistics in 9 specialties of the Bachelor degree course in the field of business and technologies; Master's degree students in 4 specialties of the subject matter and scientific and pedagogical directions. Training is carried out in the Kazakh and Russian languages.

All educational programs realized by Academy are developed considering the modular approach on the basis of the Order No.152 "The rules for organization of educational process in credit technology of training" issued by MES RK on 20.04.2011.

Experts note that the realization of educational programs is enabled on the basis of the educational and methodical complex of disciplines (EMCD). At university three types of curricula (The order MAUN RK No. 152 from 20.11.2012 work.): the standard curriculum, individual

curricula trained and the working curriculum. The list of educational and methodical materials is determined by each specialty by curricula and programs of disciplines. Realization of educational programs in Almaty academy of economy also statistikivedtsya on credit technology of training, the main processes are automated, have the software.

The assessment of the students educational achievements is carried out according to Standard rules for the provision of current control of level of success, intermediate and final academic assessment of students in higher educational institutions (Order No.125, No.168 and Order No.506 issued by MES RK on March 18, 2008, April 13, 2010 and November 01, 2010, respectively). During the work, the experts have revealed that all evaluations of the current control are recorded in the electronic schedule of control over the performance of tasks, and total grade point is automatically displayed in the electronic examination sheet. The Academy works in Platonus portal and 1-C Dean's office.

The requirements for results of vocational training of the students are reflected in training trajectories in specialties according to the elective subjects. Employers during the meeting with experts especially highlighted the existence of long-term cooperation with the graduate chairs of Almaty Academy of Economics and Statistics.

The general control over realization of educational programs is exercised by the divisions of Department of academic work. In experts opinion, the realization of educational programs of Bachelor's and Master's degree course in Almaty Academy of Economics and Statistics is supported by the existence of sufficient personnel resource which is meeting the requirements of the modern higher school and having the corresponding basic education. Experts have analysed individual employment contracts of regular faculty members and entry of lecturers into the staff of Academy, availability of basic education and academic degrees is confirmed.

The university provides the students with all necessary bases in all types of practices.

Thus, the estimated criteria of **Standard 3 "Educational programs"** have demonstrated that realization of EP of Bachelor's and Master's degree course is carried out by Academy in accordance with the existing regulatory requirements for realization of EP by higher educational institutions of the Republic of Kazakhstan within the framework of credit technology of training. Experts note that the distinctive feature of educational process organization in the Academy is the active use of on-line technology within the framework of credit technology both in the head Academy in Almaty, and in representative establishments and centers of information and communication services. Members of EEC had opportunity to be convinced of efficiency of functioning of system of on-line learning "Prometheus 4.3", by using the logins "student1" & "student2" and password "1234567". Experts note good navigation of system, transparency of electronic registration of the educational achievements by students, accessibility of results obtained by the students.

Anonymous questioning of students has been performed within the work of EEC in which 70 students in specialties accredited within the clusters took part. As *strong positions* of higher educational institution, the Commission notes a fact that according to the results of anonymous questioning, the students of Academy demonstrated a high degree of satisfaction with quality of educational services of higher educational institution: 93% of students confirmed "complete satisfaction" with the existing educational resources of higher educational institution" and "general quality of curriculum documents"; 83% of students completely confirmed "availability and responsiveness of higher educational institution management"; 86% of students gave appreciation to the work of supporting services of Academy; 84% of students are completely satisfied with the "training methods" and provision with "equal opportunities for all students"; 94% of students are completely satisfied with "quality of services rendered in libraries and reading rooms". Master's degree programs have been also considered within the institutional accreditation along with the Bachelor degree courses on compliance with the standard criteria that defined questioning of Master's degree students. 26 Master's degree students took part in anonymous questioning and their opinions on similar positions are as follows: 81% of Master's degree students confirmed "complete satisfaction" with the existing educational resources of higher educational institution", 85% are

completely satisfied with "general quality of curriculum documents"; 81% of Master's degree students confirmed "availability and responsiveness of higher educational institution management"; 85% of Master's degree students gave appreciation to work of the supporting services of Academy; 92% of Master's degree students are completely satisfied "with training methods"; 88% of Master's degree students are completely satisfied with "quality of services rendered in libraries and reading rooms"; 77% of Master's degree students are completely satisfied with "available computer classes"; 62% of Master's degree students are completely satisfied with "available scientific laboratories". Obviously, the last two positions shown by Master's degree students, are connected with their interest in availability of conditions for carrying out the research work. In this regard, the commission *recommends* to the management of higher educational institution to intensify the activities for modernization of the contents and types of laboratory works and relevant software, as well as attraction of resources of employers.

Considering a tendency of expansion of forms and rates of the academic mobility in higher educational institutions of the Republic of Kazakhstan, the experts carried out the analysis of this component of educational process in the accredited higher educational institution. The analysis showed the existence of this practice that was confirmed during the meetings-interviews with the employees, lecturers and students of the Academy. Along with that, the commission by noting the first progress of the management in supporting the academic mobility of lecturers and students, fixes the need for planning of more comprehensive participation of students and faculty members both in external and in internal mobility.

The experts, by paying much attention to the existence of practice of coordination of educational programs with the employers, and on the basis of analysis of training documentation of higher educational institution, meetings-interviews with the employers, recommend to coordinate the contents of educational programs with the employers with regard to development of working plans of study in specialties for the formation of key professional competences. The commission also recommends to the heads of educational programs of bachelor and master degree course to expand the practice of additional certification of graduates of bachelor degree course.

EEC notes that on 7 criteria of this standard, the educational program has a strong position; on 16 criteria – satisfactory positions. Improvements are supposed on 3 criteria connected with harmonization of EP contents with EP of the leading foreign and Kazakhstan higher educational institutions, existence of joint EP with foreign higher educational institutions, and academic mobility.

Recommendations - for the purpose of ensuring quality and variety of educational programs:

1. Introduce the "cards of competences formation" into management of educational programs providing a specification of contribution of each subject and their logical sequence in achievement of educational results on formation of the professional competences, skills and blocks that formulates the model of the graduate.

2. Introduce concrete criteria, quantitative and qualitative measurable indicators into syllabuses allowing to raise the degree of objectivity for evaluation of knowledge, degree of formation of professional competence of students according to the "the card of competence".

3. Continue practice of coordination of the contents and development of educational programs with employers regarding development of catalogs of elective subjects and work plans of study in specialties for the formation of key professional competences.

4. Introduce subjects connected with business in catalogs of elective disciplines.

5. Continue practice of formation of the practice focused cases with the inclusion of the Kazakhstan precedents.

6. Consider the issue on development of joint two-diploma programs with the accredited higher educational institutions, first of all with the higher educational institutions of member countries of Bologna process.

7. Purchase and provide introduction of modern software in educational process which ensure the formation of competences and modeling in the relevant branches.

8. Continue practice of professional certification of students in the field of specialization and actual directions of the labor market.

Standard "Faculty members and efficiency of education"

Realization of educational programs of training of bachelors is provided by the research and educational personnel having the basic education corresponding to the subject matter of the taught subject. The qualitative analysis of the faculty members demonstrated that the Academy in general provides the fulfillment of statutory requirements for the steadiness of higher educational institution which makes 57,75%.

The faculty members of AAES makes 116 regular lecturers as of October 01, 2015, including 9 Doctors of Science, 55 Candidates of Science, 2 PhD. Lecturers from among candidates, doctors of science, experts of production for lecturing and supervision of diploma theses are invited for a part-time work. Average age of lecturers with academic degrees and ranks makes 50 years. The quantitative and qualitative structure of faculty members in Almaty Academy of Economics and Statistics is given in the table below.

Table 2. - Qualitative and quantitative structure of the faculty members of AAES

Indices	Academic years		
	2012-2013	2013-2014	2014-2015
Total regular faculty members, people	247	186	116
including:			
Doctors of Science, Professors, people	16	16	11
PhD	2	2	2
Candidates of Science, Associate Professors, people	118/28	88/24	55/18
Masters of Science	43	40	29
Lecturers w/out degree, people	111	80	50
Academic degree %	55.1	57,0	57,0

Analysis shows that number of regular lecturers is decreasing from 186 in 2013-2014 academic year to 116 in 2014-2015 academic year, but the the qualitative composition of faculty members has been increased. The steadiness is increased from 55,1 % to 57,75%.

The number of regular lecturers is 116 people as of October 01, 2015, including 9 Doctors of Science, 56 Candidates of Science, and 2 PhD. The steadiness is 57,75%.

Table 3. – Faculty members in 2013/2014 academic year

No	Name of chair	Composition of faculty members (people)									
		Total	including			including Doctors of Science		including Candidates of Science		Academic degree	
			regular	part time	ratio	among regular/ PhD	among part time	among regular	among part time	regul ar in %	part time in %
	AAES, total	179	161	18	89,9%	16=14/2	3	81	1	60,2	27,8
In terms of chairs:											
1.	Economics & Management	42	39	3	92,9%	4/1	0	18	0	59,0	0
2.	Finances	38	34	4	89,5%	2	1	19	0	61,8	25,0
3.	Accounting & Audit	42	36	6	85,7%	2/1	1	15	1	50,0	33,3
4.	SGD	19	19	0	100%	2	0	12	0	73,7	0
5.	Informatics	19	16	3	84,2%	2	0	7	0	56,3	0

6.	Assessment & Statistics	19	17	2	89,5%	2	1	10	0	70,6	50,0
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The Academy procedures for employment, registration and dismissal of lecturers and employees are implemented according to the requirements of the existing labor legislation, requirements for holding of competition to fill the vacancies ("Rules of competitive filling of vacancies of the faculty members and research workers of higher educational institutions" developed in accordance with the Resolution No.230 issued by the Government RK on February 17, 2012 "On Approval of Rules of Competitive Filling of Vacancies of the Faculty Members and Research Workers of Higher Educational Institutions "). Individual employment contracts are signed with lecturers and employees where the following is reflected: subject of the employment contract; period of contract validity; employee's rights and duties; employer's rights and duties; employee's working conditions; guarantees and compensations; order for filling vacancies.

Management of the faculty members of Almaty academy of Economics and Statistics is provided by means of individual planning, duty regulations, and other documents. The academic load of lecturers is determined by the orders on teaching load, enrollment of students and number of subjects. In general, the load is evenly distributed. The plan and actual completion of load are fixed in the individual plan of the lecturer, annual reports of the chairs. Differentiation of teaching load is carried out according to the positions held by the lecturers: so, the average academic load of lecturers in the current academic year made 650 hours (750 hours for the senior lecturer and 550 – for the professor).

Practice of additional motivation of lecturers is existing in Almaty Academy of Economics and Statistics which provides the establishment of monthly wage loading of all categories of the faculty members. Along with that, the Academy lecturers and employees have opportunity to improve professional skills at the expense of Academy both within the Republic of Kazakhstan, and in the neighbouring countries and beyond.

The corporate culture of Almaty Academy of Economics and Statistics which is positioned by higher educational institution as one of components of its academic reputation, is based on collective values and succession. Favorable moral and psychological climate within the Academy staff, corporate unification of all participants of educational process, experts note as, certainly, **strong position** that was confirmed during the meetings-interviews with the Academy management, lecturers, students, employers, and graduates. As **positive advantage** of higher educational institution, the commission also notes the existence of effective system of material and moral incentives of professional growth of lecturers, their active professional orientation work, participation in cultural and leisure, charitable, recreation activities of the city and oblast, etc.

However, the materials located on the site and reflecting the activity of faculty members do not allow to receive a full information by the third-party users.

In the course of work, the commission held an anonymous questioning of the faculty members wherein 48 people took part. Experts note that following the results of questioning, the opinions of surveyed lecturers were distributed as follows: 60% of lecturers estimated the "opportunities for continuous development of potential of faculty members provide by the Academy as "good", 40% as "very good"; 63% of lecturers estimated the degree of the academic freedom provided by higher educational institution as "good", 38% as "very good"; 21% of lecturers estimated the availability of the Academy management as "good", 79% as "very good"; 73% of lecturers estimated the "Involvement of faculty members into the process of adoption of administrative and strategic decisions" as "good", 21% as "very good"; 44% of lecturers estimated the conditions for increase of professional qualification provided by the Academy as "good", 54% as "very good"; 63% of faculty members estimated the level of "compliance of the knowledge of students gained in this higher educational institution with the realities of requirements of the modern labor market" as "good", 31% as "very good". At the same time, the report on a self-evaluation and results of meetings-interviews allow the experts to **recommend** to diversify the forms and mechanisms stimulating activity of the research work of faculty members on provision of

broad participation of Academy lecturers in the republican competitions on receiving the financed grant researches and maintenance allowances.

The academic mobility of faculty members is not specific at realization of educational programs. In 2013/2014 academic year, M. Sabyrova, the associate professor, Candidate of Economics, held the lecture courses at Scientific and Technological University AGH named after S. Stashitsag, Krakow, Poland.

Involvement of the leading faculty members from foreign and Kazakhstan universities will allow to form the highly skilled academic staff. Expert group also **recommends** to expand possibilities of professional development of faculty members staff in Kazakhstan and abroad, including the academic mobility.

The EEC, within the Standard 4 "Faculty members staff and efficiency of teaching", notes that on criteria of this standard, the Academy has 3 strong positions, on 16 criteria - satisfactory, and on 2 criteria – improvement is required, unsatisfactory positions - No. Improvement is required one criterion reflecting the availability and transparency of data on faculty members. Special attention should be paid to the outcoming and incoming mobility of faculty members.

Recommendations for faculty members management in the style of talent management

1. Expand the possibilities of academic mobility of faculty members, and also increase the professional qualification of lecturers within its framework.

2. Create bank of professional achievements of Academy faculty members for the purpose of ensuring efficiency of the staff policy through the analysis of their professional achievements.

3. Develop the system of motivation of professional development and advanced vocational training of faculty members, including the KPI use.

4. Develop the faculty members rating by creating a system of criteria and indicators which ensure the regular monitoring of productivity and efficiency of faculty members, identification of the best achievements in various nominations.

Standard “Students”

Morale building activities in Academy is coordinated by Prorector for curriculum and discipline, including the subordinated Department for academic work and Division for registration and mobility, Division for master degree course and work of RPC, Sector for information and library service, Sector for electronic registration and assessment of the students knowledge, Sector of career and business-partnership, Sector of educational process organization. Along with Department for academic work there are other subdivisions which report to Prorector for curriculum and discipline: Council of Curators, Sector of Public Relations and Work with Youth, Committee for Matters Concerning Young Persons, as the main body of student's self-government.

The primary objective of Almaty Academy of Economics and Statistics in the morale building activities is the creation of conditions for active living abilities of students, civil identity formation and self-realization, maximum satisfaction of the needs for physical, intellectual, cultural and moral development.

Table 4. Total enrollment in AAES in terms of courses and modes of study for the period of 2015-2016 academic year

	Mode of study	1st course	2nd course	3rd course	4th course	Total
1	Intramural	110	526	818	231	1685
2	Extramural	295	504	-	-	799

116 regular lecturers work in 4 chairs, among them 65 doctors and candidates of science, 2 PhD, 29 masters. 18 lecturers have the honorary titles of recognized and competent academic organizations of Kazakhstan and foreign countries.

In 2014-2015 academic year, 4 students of AAES have got the educational fellowship of the President RK, 2 students are trained at the cost of grant of AAES President.

Table 5. Enrollment of AAES for the period of 2014-2015 academic year

	Mode of study	1st course	2nd course	3rd course	4th course	Total
1	Intramural	305	563	2120	114	3102
2	Extramural	475	457			934

The consistent social policy conducted by higher education institution allows the Academy to practice a flexible schedule of payment for training, grant discounts for socially unprotected students (orphans and persons with limited physical capabilities), provide social support – at the time of visit of EEC, over 1128 students had discounts on payment in the amount of 5 to 100%. At the same time, the alternative ways are provided for the management informing on problems of social security by means of various channels of proposals submission (for example, the Rector’s weblog, personal addresses, addresses through the Committee for Matters Concerning Young Persons, etc.).

Almaty Academy of Economics and Statistics holds activities on employment of graduates – doors open days, employment fairs. System of assistance to employment of final-year students is existing in higher educational institution within which the work on the following directions is carried out: partnership relations with the employers during the traineeships of all types, annual fair of employment with the invitation of constant and potential employers. Thus, the commission notes that in 2014, 70% from among the graduates was employed. Herein, the majority of the employed graduates of last academic year were employed by results of traineeships.

The students are involved in research activity through the participation of students in competitions of scientific works, conferences of different level. The student’s conferences are held in Academy on annual basis. Results of research work of students are reflected in the articles, course works, diploma theses and master’s theses. Physical training of students of Almaty Academy of Economics and Statistics is directed on formation of a healthy lifestyle. Academy has created the necessary conditions for personal and physical development of students, lecturers and personnel.

Table 6. AAES students academic mobility

No	Academic year	Name of specialty	Name of higher educational institution, city, country	Number of students
1	6th semester, 2012-2013	5B050600-Economics	Business and Economics University, Jalalabab, Kyrgyzstan	1
		5B050900-Finances		1
		5B050700 –Management		1
		5B050800-Accounting and Audit		1
2	4th semester 2012-2013	5B070300-Informatics	Eurasian Open University, Moscow, Russia	1
3	1st semester 2013-2014	5B050600-Economics	Institute of International Economic Relations, Moscow, Russia	3
4	3rd semester 2013-2014	5B050800- Accounting and Audit	“Bolashak” University, Kyzyl-orda, Kazakhstan	2

Thus, in 2012-2014 - 10 students have passed through the program within academic mobility.

For the spring semester of 2014-1015 academic year, five (5) students in specialty“Economics” and “Finances” are planned within academic mobility in the Eastern MediterraneanUniversity – EMU, Famagusta, Northern Cyprus.

Table 7. Information on foreign research traineeshipof Master's degree students in CIS countries

Academic yer	Economics	Accounting and Audit	Finances	Marketing	Evaluation	Informatics	Total per Academy
2011-2012	21	13	19	5	5	2	65
2012-2013	41	42	79	3	8	18	191
2013-2014	17	30	25	1	7	11	91
Total	79	85	123	9	20	31	347

Table 8. Information on foreign research traineeships of Master's degree students in non-CIS countries

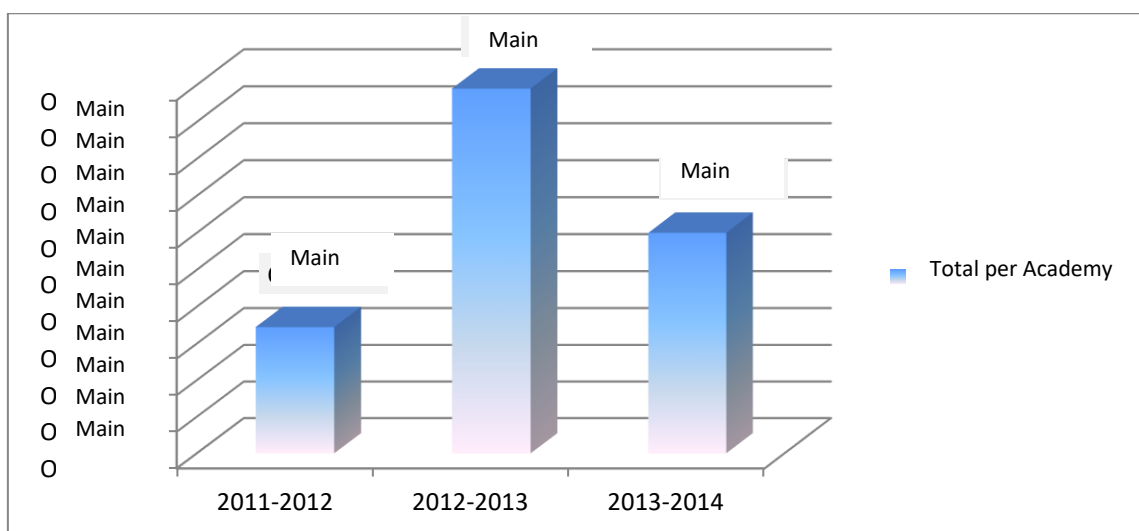
Academic yer	Economics	Accounting and Audit	Finances	Marketing	Evaluation	Informatics	Total per Academy
2011-2012	-	2	-	-	-	2	4
2012-2013	6	1	-	-	-	-	7
2013-2014	11	1	13	2	1	1	29
including Famagusta, Northern Cyprus 2013-2014		1	2				3
Baku,Azerbaijan	2		1			1	4
Bydgoszcz, Poland	8	-	10	2	1		21
	27	5	26	4	2	4	68

Master’s degree students have to passforeign research traineeship according to the "State Compulsory Educational Standard-11 Master degree course. Basic provisions". In 2011-2012 academic year, 65 Master’s degree studentshave passed traineeship in Orenburg State Pedagogical University, 1 Master’s degree student – at Norwich Institute on language education (Great Britain), 4 Master’s degree students – at Krakow Mining University named after Stashits (Poland). In total, 69 Master’s degree students have passed traineeship for the period of academic year.

In 2012-2013 academic year, the Master’s degree students have passed foreign traineeship in Orenburg State Pedagogical University, at Ghazy University (Turkey, Ankara). In total, 198 Master’s degree students have passed traineeship for the period of 2012-2013 academic year.

In 2013-2014 academic year,the Master’s degree students have passed traineeship in Orenburg State University, at Kyrgyz-Russian Slavyansk University in Bishkek, at University of Economics in Bydgoszcz (Poland), at the East Mediterranean University (Famagusta, Northern Cyprus), in Baku at the East Mediterranean University. In total, 120 Master’s degree students for the period of academic year.

In 2014-2015 academic year, 114 Master’s degree students have passed traineeship in the Kyrgyz-Russian Slavic University in Bishkek (Kyrgyzstan), University of Economics and Business in Jalalabad (Kyrgyzstan), Istanbul European Institute in Dubai (United Arab Emirates), Istanbul European Institute in Istanbul (Turkey), Kirne University of Northern Cyprus (Turkey).



Schedule 1 – Number of foreign traineeships of Master’s degree students

The experts note social support of students and lecturers of Almaty Academy of Economics and Statistics, and existence of flexible system of payment and privileges as **strong positions**.

In general, the evaluation criteria of **Standard 5 “Students”** have showed that educational process of Academy is regulated by the relevant normative documents of the Ministry of Education and Science of the Republic of Kazakhstan on implementation of educational programs. Much attention, according to the members of External Expert Commission, is given by the management of higher educational institution to the subject matter oriented work which the lecturers and employees of higher educational institution carry out informally and creatively. In addition, during the meetings of experts with the students by means of supervision and analysis of submitted documentation, the commission notes that the Academy management supports the participation of students and undergraduates in conferences, competitions, youth actions of civil and patriotic character, disputes, etc. The most active students are encouraged with awards. At the same time, the commission considers as reasonable to recommend to the Academy management to expand practice of external academic mobility and two-diploma education in bachelor and master degree courses.

EEC notes the following situation within the Standard 5 "Students": the Academy has strong positions on 5 criteria of this standard, on 6 criteria - satisfactory, on 2 criteria – improvement is required, unsatisfactory positions - No. Improvement is applied to the criteria regulating policy of formation of the students enrollment, in particular rendering the targeted social assistance, organization of the academic mobility, involvement of students in scientific research work and provision of students representation in collegial bodies of management.

Recommendations for ensuring the quality of students knowledge:

1. Improve the models of graduates on the basis of TUNING methodology;
2. Improve the educational trajectories, curricula on the basis of harmonization of EP with EP of foreign and Kazakhstan higher educational institutions;
3. Adjust cooperation with the leading foreign higher educational institutions and kazakhstani scientific research institutes for implementation of joint educational programs;
4. Draft and introduce the development plan of academic mobility by taking into account the financial opportunities of higher educational institution and participants of mobility process, and the risks connected with changes in environment.
5. Intensify creation of association of graduates.
6. Strengthen participation of students in the collegial bodies of Academy management

Standard “Scientific research work”

The Academy has several functional structural subdivisions which assist in development of scientific component, such as the Department of Science and Innovations, Scientific Center of

Innovative Technologies. The Academy encourages the practice of rendering assistance to the individual scientific projects of lecturers. The Academy management actively supports the participation of lecturers in scientific conferences of all levels, renders assistance in release of collections of publications of lecturers and students on the basis of publishing house of Academy and third-party organizations. In the sphere of scientific research activity it is recommended to analyse the opportunities for receiving financing of separate research subjects by the Academy forces on the basis of inter-chair and inter-academic cooperation. It is recommended to Academy management to strengthen a material factor in the system of stimulation of scientific activity of lecturers on publication of articles in the authoritative foreign citation bases, obtaining the financed projects, and participation in the competition on obtaining a rank "The best lecturer of higher educational institution RK" and state grants (for example, for talented young scientists). Data of expenses on scientific activity of AESA are given below:

Table 9. Expenses on scientific activity from the Academy funds

Academic year	Amount of finance, ths. KZT
2011-2012	6567 237
2012-2013	5389 046
2013-2014	7896 688

In general, the experts consider that Academy is at stage of consecutive development according to the criteria of this standard. At the same time, experts *recommend* to provide the analysis of scientific work of Academy on compliance with measurable indicators.

EEC notes the following situation in Academy within this Standard: on 2 criteria - strong positions, on 12 criteria - satisfactory. Improvement is required for 2 criteria connected with the performance of joint scientific research projects with the foreign higher educational institutions and participation of higher educational institution in the international, national and regional professional alliances, associations, etc.

Recommendations for the purpose of integration of SRW into educational process:

1. Initiate joint scientific research projects with domestic and foreign higher educational institutions and scientific research institutes;
2. Perform the work on inclusion of the scientific journal published by AAES into the list of KKSON, Kazakhstani and in the future - foreign citation bases;
3. Perform the work on inclusion of Academy into the international, national and regional scientific communities.
4. Continue work on increase in number of scientific publications of faculty members in journals with non-zero impact-factor and foreign editions.
5. Activate the research work of collective on formation of interdisciplinary, inter-academic and inter-chair projects.
6. Expand the forms of students involvement in scientific projects of Academy lecturers.
7. Create scientific student circles, introduce the planning of results of students' scientific research into the practice of planning of scientific work of the chairs.

Standard "Finances"

Strategy of development of Almaty Academy of Economics and Statistics for the period of 2012-2015 academic year provides the strengthening of material and technical base and financial and economic stability of Academy, development of production-economic activity that corresponds to the mission, purpose and objectives of higher educational institution. Planning of the budget of higher educational institution is reflected in the documents of financial and economic activity for the last three years. The main financial plan of economic activity is the estimate of incomes and expenses for the corresponding fiscal year which is formed by taking into account the students enrollment, requirements of the market and existing normative documents of financial statements. Distribution of financial means and formation of material assets is provided according to the

mission and goals of the Academy in the field of education, science and social activity. Data on income are given below:

Table 10. Certificate of income Almaty Academy of Economics and Statistics (ths. KZT)

Year	Basic income	Other income	Ratio of other income to basic income
2012	1018 599	52 745	5%
2013	1016 139	47 784	5%
2014	854 150	84 482	9%

Income of AESA during the reporting period made 2 114540 ths.KZT. The structure of revenue for 91% was formed of the means received by Academy from rendering paid educational services, the income from performance of R&D as per the state order-0,03%, other services – 9%.

Total amount of salary of administrative and managerial staff: in 2012 – 2013 academic year- 9 035 ths.KZT, in 2013 – 2014 academic year - 7 312 ths.KZT, in 2014-2015 academic year – 6 743 ths.KZT.

Total amount of salary of faculty members: in 2012 – 2013 academic year - 20 728 ths.KZT, in 2013 – 2014 academic year - 18 470 ths.KZT, in 2014-2015 academic year – 16 796 ths.KZT. Size of average salary of administrative and managerial staff: in 2012 – 2013 academic year - 94 ths.KZT, in 2013 – 2014 academic year - 117 ths.KZT, in 2014-2015 academic year – 101 ths.KZT.

Size of average salary of faculty members: in 2012 – 2013 academic year– 117 ths.KZT; in 2013 – 2014 academic year - 123 ths.KZT, in 2014-2015 academic year – 114 ths.KZT.

In 2014, the volume of the funds allocated by higher educational institution for payment of extra charges made 2015 ths.KZT, for possession of academic degree – 2620 ths.KZT.

The volume of funds allocated for stimulation of faculty members in the form of bonuses: in 2012 – 2013 academic year – 15 754 ths.KZT; in 2013 – 2014 academic year – 10 936 ths.KZT, in 2014-2015 academic year – 5 336 ths.KZT.

The volume of funds of allocated for professional development and traineeships of faculty members and employees: in 2012 – 2013 academic year – 21 85 ths.KZT; in 2013 – 2014 academic year – 14 81 ths.KZT, in 2014-2015 academic year – 651 ths.KZT.

The volume of the funds allocated for leisure of the students: in 2012 – 2013 academic year – 2027 ths.KZT; in 2013 – 2014 academic year – 2523 ths.KZT, in 2014-2015 academic year – 1390 ths.KZT.

Cost of Master’s degree students training: in 2012 – 2013 academic year – 396 ths.KZT; in 2013 – 2014 academic year – 396 ths.KZT, in 2014 – 2015 academic year – 396 ths.KZT.

Cost of students training: in 2012 – 2013 academic year-324 ths.KZT; in 2013 – 2014 academic year – 324 ths.KZT; in 2014 – 2015 academic year – 345 ths.KZT.

The volume of financial means allocated for medical service: in 2012 – 2013 academic year – 119 ths.KZT; in 2013 – 2014 academic year – 97 ths.KZT, in 2014-2015 academic year – 78 ths.KZT.

The Academy provides the financial support to students, lecturers and employees on an annual basis. Data are given below:

Table 11. Certificate on social assistance to the faculty members and administrative and managerial staff

Financial assistance	
2012-2013 academic year	3237 000
2013-2014 academic year	4192 500
2014-2015 academic year	3850 500
Total:	11 280 000

Amount of finance allocated for creation of social assistance, students in need (allowances): in 2012 – 2013 academic year – 8 294 ths.KZT; in 2013 – 2014 academic year– 9 460 ths.KZT, in 2014-2015 academic year – 9 892 ths.KZT.

The fund of monetary means allocated for social assistance is formed at the expense of incomes received from the lease and contributions of Academy founders.

Expenses for development and maintenance of material and technical base of Academy made 422 384 ths.KZT or 45%.

Academy is updating the book stock on a regular basis: in 2012 – 2013 academic year – 1 367 ths.KZT; in 2013 – 2014 academic year – 1 786 ths.KZT, in 2014-2015 academic year – 4 775 ths.KZT. Amount of finance which is annually allocated for purchasing of computer equipment: in 2012 – 2013 academic year – 4 653 ths.KZT; in 2013 – 2014 academic year – 4 134 ths.KZT, in 2014-2015 academic year – 1 257 ths.KZT. Amount of finance which is annually allocated for purchasing of teaching aids, training equipment and inventory, furniture and other necessary equipment: in 2012 – 2013 academic year – 9 087 ths.KZT; in 2013 – 2014 academic year – 14 895 ths.KZT, in 2014-2015 academic year – 7277 ths.KZT.

Own capital of Academy: in 2012 – 1271 ths.KZT; in 2013 – 1464 ths.KZT, in 2014 – 1 116 ths.KZT. For the last three years, the own capital of "Almaty Academy of Economics and Statistics" Institution has no considerable changes. In addition, the financial stability is confirmed by the income increase by 31% in 2014. The indicator of profitability of AAES made in 2014 - 0,13%, in 2013 - 0,2%, in 2012 - 0,18%.

When drawing up the financial statements, the Academy is guided by the Law of the Republic of Kazakhstan "On accounting and financial statements" dated February 28, 2007 No. 234-Sh. The report is prepared in the forms of annual financial statements approved by the Order No.184 "On approval of the list and forms of financial statements" issued by the Ministry of Finance of the Republic of Kazakhstan on May 23, 2007.

Experts note that the financial policy of Almaty Academy of Economics and Statistics is directed on creation of mechanisms of financial stability, focused on development of all institution structures and corresponds to the stated purposes and mission of Academy at the present stage of its development. As *strong positions*, the experts also note the steady financial state, expressed social policy, growth of the income of higher educational institution on financing of primary activity.

Estimated criteria of **Standard 7 “Finances”** showed that all necessary indicators of financial and economic activity of Academy, as well as data on receipt and distribution of finances, balance assets and articles dynamics correspond to the legal status of higher educational institution. As a *positive factor*, the commission notes a combination of forms of short-term and medium-term planning of the financial and economic activity by the management of higher educational institution that allows to correct the realization of the purposes and objectives of higher educational institution in due time. The commission notes that the higher educational institution has no overdue debit and/or accounts payable, including salary that testifies the financial stability of Academy. At the same time, the commission considers as expedient to *recommend* to the management of higher educational institution to expand practice of involvement of sponsors for ensuring availability of education to the students and undergraduates, improvement of material and technical infrastructure of Academy.

Within the Standard 7 “Finances”, the EEC notes that on criteria of this standard, the higher educational institution has no strong positions, on 8 criteria - satisfactory positions, on 2 criteria – improvement is required, unsatisfactory positions - no. is required. Improvement is required for accounting and risks management and existence of own accountable means in subdivisions.

Recommendations for the purpose of ensuring the financial stability:

1. Perform the assessment of emergence of risks and provide finances for implementation of alternative scenarios in the budget.
2. Perform the external independent audit of Academy.

Standard 8 "Resources: material-technical and information"

In general, the estimated criteria of this standard showed compliance of material-technical fitting-out of academy with the requirements of modern educational process within the implemented educational programs. The training area per one student of the given enrollment makes 6,0 sq.m. that corresponds to the existing standard indicators for the educational institutions.

The Commission confirms continuous improvement of resource base of Academy for ensuring quality of education and realization of the declared mission and strategy. There is student's hostel at Radostovts str., 167 which is part of Academy property, with a total area of 439,8 sq.m. At present, this student's hostel is at a stage of preparation of authorization documents for reconstruction of buildings. The property of Academy also includes the sports and health complex for the students, faculty members and staff of Academy on the Northern coast of Kapchagay reservoir. During the external examination, the experts were convinced in availability of educational buildings.

The Academy has the following training facilities:

1. The main building - Zhandosov str., 59, total area – 7431 sq.m.
2. Operational management of non-residential premise - Ladygin str., 35, total area - 1151,5 sq.m. (The contract of operational management as of June 9, 2015)

There are wireless points of Wi-Fi with a speed of the allocated Internet channel of 40-70 Mb/s. The experts note interest of the Academy management in development and improvement of the information environment presented by the "Platonus" portal, 3 automated information systems "Prometheus 4.3", "IC: Dean's office", AIS "Platonus", electronic library, web-site www.aesa.kz. The scientific library of Academy has a book stock of 290 842 units of storage of which 102539 copies (70%) makes the fund of literature in a state language, 99793 - editions on soft copies, 140 names of periodic and information publications. As strong positions, the expert commission notes the provision of free access to the scientific databases Polpred, RMEB, link.springer.com. / [apps. Webofknowledge.com](http://apps.Webofknowledge.com), etc.

Experts note high informative fullness of the web-site of higher educational institution, functioning of the Rector's blog. At the same time, the commission **recommends** to order the procedure of placement of educational and methodical materials per subjects (teaching materials, syllabuses, etc.) in the information systems of higher educational institution and structure the access thereto. In this regard, the commission also considers as expedient to **recommend** to create the personal pages of faculty members within one resource with a possibility for search.

Within the Standard "Resources: material-technical and information", the EEC notes that on 6 criteria of this standard, the higher educational institution has strong positions, on 23 criteria - satisfactory, on 1 criterion – improvement is required, unsatisfactory positions - no.

Recommendations for the purpose of modification of the information and education environment:

1. Provide access for students to the personified interactive resources promoting the professional development and career.
2. Create procedure for analysis of results of R&D and final works and theses of the students, and their test on plagiarism.
3. Continue work on introduction of the new building of the student's hostel in the residential fund.
4. Provide recreation and communication rooms for students in non-classes time in the building and out of the building of Academy.

Recommendations of Almaty Academy of Economics and Statistics within the Institutional Accreditation

Recommendations:

- for improvement of processes of strategic management:

5. Make correction of mission for the purpose of its reflection in the formulation of identity and uniqueness of Academy and its competitive advantages.

6. Complete work on questions of coherence and correlation of strategic activities of Academy and specify target indicators due to the updating of national priorities of development, the last programs of science and education development of the Republic of Kazakhstan.

7. Reflect the measures for the risk management and mechanisms of their prevention in the strategic development plan and educational programs development plans of Academy.

8. Develop the provision on strategic planning in Academy with detailed description of its stages, mechanisms for involvement of representatives of groups of persons concerned.

- for the purpose of ensuring the Academy management efficiency:

9. Introduce the assessment of risks and definition of ways for their decrease and analysis of changes efficiency into the practice of operational management.

10. Introduce the modern tools for evaluation of productivity and efficiency of activity of subdivisions and their interaction into practice and consider a question of introduction of system of the balanced score cards (BSC).

11. Classify the measurement of degree of satisfaction of requirements of faculty members, staff and students.

12. Provide transition to the assessment of efficiency of activity of employees and structural subdivisions through the measurement of KPI (key performance indicators) and ratings.

13. Consider the question of participation of Academy in the national and international ratings of higher educational institutions and educational programs.

14. Improve the skills of top management of higher educational institution, including the heads of chairs through attending the courses on management in education.

- for the purpose of ensuring quality and a variety of educational programs:

15. Introduce the "cards of formation of competences" into the management of educational programs providing a specification of contribution of each subject and their logical sequence in achievement of educational results on formation of the professional competences, skills and blocks making the graduate's model.

16. Introduce concrete criteria, quantitative and qualitative measured indices into syllabuses allowing to raise the degree of objectivity of assessment of knowledge, degree of formation of professional competence of student according to the "card of competence".

17. Continue practice of coordination of the contents and development of educational programs with employers regarding development of catalogs of elective subjects and work curricula of specialties for the formation of key professional competences.

18. Introduce the subjects connected with business into the catalogs of elective subjects.

19. Continue practice of formation of the practice focused cases with the inclusion of the Kazakhstan precedents.

20. Consider the question on development of joint two-diploma programs with the accredited higher educational institutions, and first of all with the higher educational institutions of member countries of Bologna Process.

21. Purchase and provide introduction of the modern software into the educational process, providing the formations of competences and modeling in the relevant branches.

22. Continue practice of professional certification of students in the field of specialization and actual directions of the labor market.

- for the purpose of faculty members management in the style of talents management

23. Expand the possibilities of the academic mobility of faculty members, and also increase of professional qualification of lecturers in its framework.

24. Create bank of professional achievements of Academy faculty members for the purpose of ensuring efficiency of the staff policy through the analysis of their professional achievements.

25. Develop the system of motivation of professional development and advanced training of faculty members using KPI.

26. Develop the rating of faculty members by forming a system of the criteria and indicators which provide the regular monitoring of productivity and efficiency of faculty members, and identification of the best achievements in various nominations.

- for the purpose of ensuring the students' knowledge quality:

27. Improve the models of graduates on the basis of TUNING methodology;

28. Improve the educational trajectories, curricula on the basis of harmonization of EP contents with EP of foreign and Kazakhstan higher educational institutions;

29. Adjust the cooperation with the leading foreign higher educational institutions and Kazakhstan scientific research institutes for implementation of joint educational programs;

30. Develop and introduce the academic mobility development plan by taking into account the financial opportunities of higher educational institution and participants of mobility process, and the risks connected with changes in environment.

31. Intensify the creation of association of graduates.

32. Strengthen the participation of students in collegial bodies of Academy management.

- for the purpose of R&D integration into the educational process:

33. Initiate joint scientific research projects with the domestic and foreign higher educational institutions and scientific research institutes;

34. Provide the inclusion of the scientific journal published by AAES into the list of KKSON, Kazakhstan and foreign citation bases;

35. Provide the inclusion of Academy into the international, national and regional scientific communities.

36. Continue the work on increase in number of scientific publications of faculty members in the journals with a non-zero impact-factor and foreign editions.

37. Activate the scientific research work of collective on formation of inter-subject, inter-university and inter-chair projects.

38. Expand the forms of involvement of students in scientific projects of the Academy lecturers.

39. Create scientific student circles, and introduce the planning of results of students' scientific research projects into the practice of planning of scientific work of the chairs.

- for the purpose of ensuring the financial stability:

40. Make the assessment of risks and provide finances for implementation of alternative scenarios in the budget.

41. Perform the external independent audit of Academy.

- for the purpose of modification of the information and education environment:

42. Provide the students' access to the personified interactive resources promoting the professional development and career.

43. Establish the procedure for analysis of results of R&D, final works and theses of the students, and their test on plagiarism.

44. Continue the work on introduction of the new building of the student's hostel into the residential fund.

45. Provide the creation of recreation and communication rooms for the students during non-classes time in the building and out of the building of Academy.