



«АККРЕДИТТЕУ ЖӘНЕ РЕЙТИНГТІҢ  
ТӘУЕЛСІЗ АГЕНТТІГІ» КЕМ

НУ «НЕЗАВИСИМОЕ АГЕНТСТВО  
АККРЕДИТАЦИИ И РЕЙТИНГА»

INDEPENDENT AGENCY FOR  
ACCREDITATION AND RATING

# REPORT

on the results of the work of the external expert commission for assessment of compliance with the requirements of the standards of primary specialized accreditation of educational programs:

7M04114 MARKETING (1 YEAR), 7M04120 MANAGEMENT (1 YEAR), 7M04119 MANAGEMENT (2 YEARS), 7M04116 MANAGEMENT IN THE PUBLIC SECTOR

ALMATY HUMANITARIAN AND ECONOMICS UNIVERSITY

in the period from October 18 to October 20, 2023

**INDEPENDENT AGENCY FOR ACCREDITATION AND RATING**  
*External expert commission*

*Addressed to the  
IAAR Council*



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**Almaty, 2023**

(I) **LIST OF SYMBOLS AND ABBREVIATIONS**

**SCED**– State Compulsory Educational Standard

**MSHE RK** – Ministry of Science and Higher Education of the Republic of Kazakhstan

**RD** – research and development

**EP** – Educational program

**MS** – Major subjects

**ATS** - Academic teaching staff

**RK** – Republic of Kazakhstan

**TG** – teaching and guiding

**RDC** – research and development center

**JAP** – joint academic program

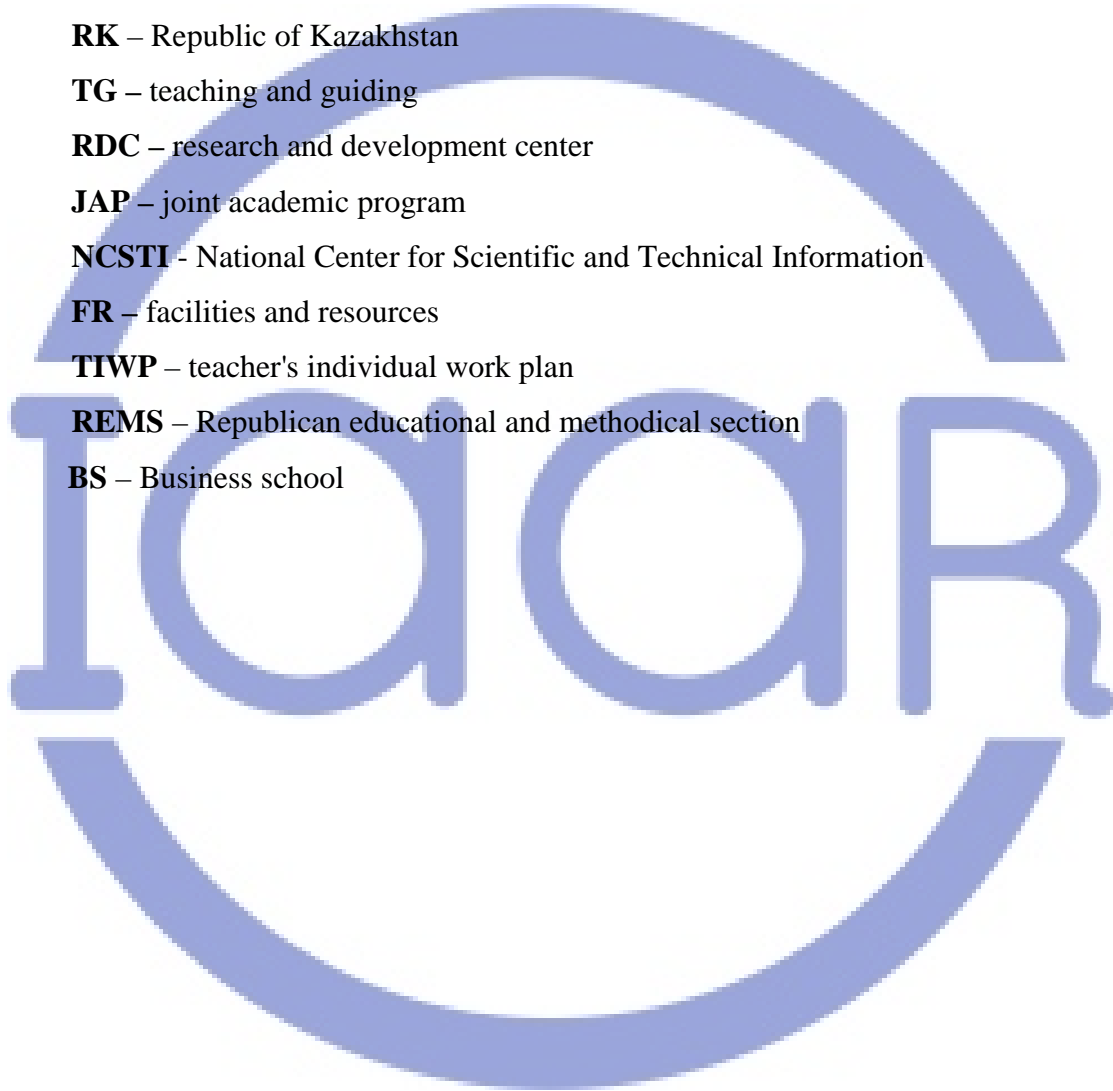
**NCSTI** - National Center for Scientific and Technical Information

**FR** – facilities and resources

**TIWP** – teacher's individual work plan

**REMS** – Republican educational and methodical section

**BS** – Business school



## (II) INTRODUCTION

By order No.140-23-OD dated 09/7/2023 of the Independent Agency for Accreditation and Rating from October 18 to October 20, 2023, an external expert commission assessed the compliance of educational programs "7M04114 Marketing" (1 year), "7M04120 Management" (1 year), "7M04119 Management" (2 years), "7M04116 Management in the public sector" implemented by the Institution "Almaty Humanitarian and Economics University" for compliance with the standards of primary specialized accreditation of educational programs higher and (or) postgraduate education of the IAAR, approved by the order of the Director of the IAAR No.68-18/1-OD dated May 25, 2018.

The External Expert Commission (EEC) report contains an assessment of the submitted educational programs according to the IAAR criteria, recommendations of the EEC for further improvement of educational programs and parameters of the profile of educational programs.

### **The composition of the External Expert Commission:**

1) **External Expert Commission Chairman** – Akybayeva Gulvira Sovetbekovna, Candidate of Economics, Karaganda Buketov University (Republic of Kazakhstan) *Off-line participation*

2) **IAAR expert** – Konstantin Yurievich Korolev, Ph.D. in Economics, Associate Professor, Northwestern Institute of Management of the Russian Presidential Academy of National Economy and Public Administration (RANEPA) (Russian Federation) *On-line participation*

3) **IAAR expert** – Babajanov Davron Dadojanovich, Vice-Rector for Interdepartmental Relations, Doctor of Economics, Professor, Tajik State University of Law, Business and Police (Republic of Tajikistan) *On-line*

4) **IAAR expert** – Zakirova Dilnara Ikramkhanova, PhD, Associate Professor of the Department of Tourism and Service, Turan University (Republic of Kazakhstan) *Off-line participation*

5) **IAAR expert** – Kushebina Gulnara Malikovna, Ph.D. in Economics, Head of the Office Registrar, Esil University (Republic of Kazakhstan) *Off-line participation*

6) **IAAR expert** – Baktymbet Saule Serikovna, PhD in Economics, Associate Professor, Deputy Director, Academy of Political Management (Republic of Kazakhstan) *On-line*

7) **IAAR expert** – Sheripidin Itakhunovich Khamraev, Candidate of Technical Sciences, Associate Professor, Head of the Office of Institutional Efficiency, Abai Kazakh National Pedagogical University (Republic of Kazakhstan) *Off-line participation*

8) **IAAR expert** – Rakisheva Aigul Kuanyshbaevna, Candidate of Economics, Associate Professor, Humanitarian and Technical Academy (Republic of Kazakhstan) *Off-line participation*

9) **IAAR expert** – Ismailova Aisulu Abzhapparovna, PhD, Associate Professor of the Department of Information Systems, Kazakh Agrotechnical Research University named after S. Seifullin (Republic of Kazakhstan) *Off-line participation*

10) **IAAR expert, employer** – Leyla Maratovna Zhaiykbaeva, Director of the Personnel Management Department of the National Chamber of Entrepreneurs "Atameken" (Republic of Kazakhstan) *On-line participation*

11) **IAAR expert, employer** – Zholamanova Aigerim Kuanyshbaevna, Master of Management, Financial Director of Myiza LLP (Republic of Kazakhstan) *Off-line participation*

12) **IAAR expert, студент** – Tynymbaeva Aruzhan Muratkyzy 2nd year undergraduate student, Gumilyov Eurasian National University, Member of the Alliance of Students of Kazakhstan (Republic of Kazakhstan) *On-line participation*

13) **IAAR expert, student** – Sorokoletova Victoria Olegovna, 4th-year student, Kazakh Abylai Khan University of International Relations and World Languages, Member of the Alliance of Students of Kazakhstan (Republic of Kazakhstan) *Off-line participation*

14) **IAAR expert, student** – Sultan Sadvakasov Kuatovich, 2nd year student, Turan-Astana University, Member of the Alliance of Students of Kazakhstan (Republic of Kazakhstan) *On-line participation*

15) **IAAR expert, student** – Sailau Adilet, 3rd year student of Al-Farabi Kazakh National University, Member of the Alliance of Students of Kazakhstan (Republic of Kazakhstan) *Off-line participation*

16) **IAAR expert, student** – Tursyngazina Amina Kuanyshbekovna, 4th-year student, Kazakh Abylai Khan University of International Relations and World Languages, Member of the Alliance of Students of Kazakhstan (Republic of Kazakhstan) *Off-line participation*

17) **IAAR coordinator** – Saydullayeva Malika Akhyadovna, Project Manager of the Independent Agency for Accreditation and Rating (Republic of Kazakhstan) *Off-line participation*

### **(III) REPRESENTATION OF THE EDUCATIONAL ORGANIZATION**

The Closed Joint Stock Company "Almaty Institute of Economics and Statistics" (AIES) was established by the Decree of the Government of the Republic of Kazakhstan No. 19 dated January 11, 1999 by reorganizing the state institution "Institute of Training, Retraining and Advanced Training of Personnel of the National Statistical Agency of the Republic of Kazakhstan" (IPP and PC) and currently operates as the Almaty Humanitarian and Economics University based on the state license No. KZ40LAA00031976 dated 09/06/2021.

Over the past period, the following changes in the legal status have occurred:

1. Reorganization of JSC "Almaty Institute of Economics and Statistics" into JSC "Almaty Academy of Economics and Statistics" (registration number 25395-1910-JSC dated 03/29/1999).

2. Reorganization of JSC "Almaty Academy of Economics and Statistics" into the institution "Almaty Academy of Economics and Statistics" (registration number 70438-1910- Institution from 05/17/2005).

3. Reorganization of the institution "Almaty Academy of Economics and Statistics" into the "Institute of Economics, Statistics and IT Technologies", which became part of the institution "Almaty Humanitarian and Economics University "(registration number 70438-1910- Institution dated 05/17/2005).

The activities of the Almaty Humanitarian and Economics University institution are carried out by the Law of the Republic of Kazakhstan "On Education", regulatory documents, instructional letters and orders of the Ministry of Internal Affairs of the Republic of Kazakhstan, the Charter approved by order of the Department of Justice of the Auezov District of the Department of Justice of Almaty of the Ministry of Justice of the Republic of Kazakhstan dated 06.09.2021 No. KZ40LAA00031976.

The main purpose of the University is the implementation of educational programs of higher professional and postgraduate professional education, the implementation of scientific programs of a fundamental and applied nature, the education of students.

One of the recognized methods of assessing the quality of educational services provided by the university is institutional and specialized (program) accreditation.

The level of quality of educational services provided is confirmed by: state certification (2003, 2007, 2010, 2012, 2014 years); institutional accreditation (2018); specialized accreditation of 15 bachelor's and master's degree programs (IAAR, 2018); certificates of the ISO 9001:2015 quality management system.

Annually participating in the National Ranking of Demand for Universities in Kazakhstan, the University is consistently included in the TOP 20 prestigious universities of the Republic of Kazakhstan. According to the results of 2022 and 2023 - 17th place.

In general, the provision of educational programs with information and library resources meets licensing requirements, and the development of the resource base, and the updating of the library fund is carried out under the SCED of the Republic of Kazakhstan.

The university's infrastructure includes: an academic building (59 Zhandosova str.), a library, a reading room, 9 computer classes, 3 interactive classrooms, which have terminals with access to information resources (local area network, Internet).

The social support system includes: a dormitory, a dining room, a buffet, a medical room, 2 gyms with an area of 281.8 sq.m, 174.5 sq.m.. The dormitories have recreation areas and WI-FI.

Students have access to educational materials and assignments through personalized interactive resources (also available during extracurricular hours). The possibility of a trial self-assessment of students' knowledge through remote access to the University's website has been provided.

To improve the quality of the organization and effectiveness of the educational process, control the degree of independence of students in completing their theses, as well as increase their self-discipline and respect for intellectual property rights, all works are checked for plagiarism through the license systems "StrikePlagiarism" and "Anti-Plagiarism.UNIVERSITY".

According to the ranking of university websites, AHEU (NPP) ranks 61st among 133 Kazakhstani universities and 18969th in the world among 28,178 Webometrics universities.

According to the results of the new ranking "Webometrics Ranking of World Universities", which was published on the website of the Laboratorio de research laboratory, the website of the Almaty Humanitarian and Economics University took 61st place, rising 8 steps at once, among 133 sites of Kazakhstani universities and 18969th place in the world among 28 178 Webometrics universities.

The main criteria for ranking universities in the International Webometrics Ranking are the reference weight of sites, the number of indexed web pages, research by scientists presented on the Internet, scientific publications, and their citations. (<http://www.webometrics.info/en/detalles/aesa.kz>)

#### **(IV) DESCRIPTION OF THE PREVIOUS ACCREDITATION PROCEDURE**

Educational programs 7M04114 Marketing (1 year), 7M04120 Management (1 year), 7M04119 Management (2 years), and 7M04116 Management in the public sector are accredited within the framework of primary specialized accreditation according to IAAR standards for the first time.

#### **(V) DESCRIPTION OF THE EEC VISIT**

The EEC conducted their work based on the approved program of the expert commission's visit for specialized accreditation of educational programs to Almaty Humanitarian and Technical University.

To ensure a smooth operation, an introductory meeting was held on 17th October 2023. During the meeting, the commission members delegated responsibilities, finalized the visit schedule, and agreed upon examination methods.

To obtain an accurate assessment of the quality of educational programs and the university's infrastructure, the commission held meetings with key university stakeholders. These included the rector, vice-rectors, head of structural divisions, deans of faculties, department heads, teachers, students, graduates, and employers. The total number of representatives who participated in the

meetings was 71, as shown in Table 1. The meetings aimed to clarify the content of self-assessment reports and obtain objective information regarding the university's operations.

Table 1 - Information about employees and students who took part in meetings with the EEC IAAR:

Category of participants	Number
Rector	1
Vice-rectors	2
Heads of structural divisions	11
Faculty Deans	1
Heads of departments	4
Teachers	42
Students	2
Alumni	-
Employers	8
<b>In total</b>	<b>71</b>

During the visual inspection of the university, the VEK experts got acquainted with classrooms, departments, structural divisions, the office of the Youth Affairs Committee, the office of Civil Defense and emergency situations, the library, computer classes, server room, gym, assembly hall, medical center, canteen (buffet).

The EEC team visited the RSE "Institute of Economics" Board of Inspection of the Ministry of Science and Higher Education of the Republic of Kazakhstan during their work.

To ensure that the university met the accreditation requirements, 30 teachers and 74 students, including both junior and senior students, were surveyed.

Furthermore, the external experts reviewed the working documentation of the university and studied its internet positioning through the official website <https://www.ageu.edu.kz/> to confirm the information provided in the Self-assessment Report.

On 10/20/2023, the EEC presented recommendations for improving the accredited educational program of AHEU at a meeting with the management based on the results of the examination as part of the planned program.

## **(VI) COMPLIANCE WITH THE STANDARDS OF SPECIALIZED ACCREDITATION**

### **6.1. Standard «Educational Program Management»**

- ✓ *The organization of higher and (or) postgraduate education must have a published quality assurance policy. The quality assurance policy should reflect the relationship between scientific research, teaching, and learning.*
- ✓ *The organization of higher and (or) postgraduate education must demonstrate the development of a culture of quality assurance, including in the context of education.*
- ✓ *Commitment to quality assurance should apply to any activity performed by contractors and partners (outsourcing), including in the implementation of joint/double-degree education and academic mobility.*
- ✓ *The management of the EP demonstrates its readiness to ensure transparency in the development of an EP development plan based on an analysis of its functioning, the real positioning of the BD, and the orientation of its activities to meet the needs of the state, employers, students, and other stakeholders. The plan should contain a timeline for the start of the educational program.*
- ✓ *The management of the EP demonstrates the existence of mechanisms for the formation and regular revision of the development plan of the EP and monitoring its implementation, evaluating the achievement of learning goals, meeting the needs of students, employers, and society, and making decisions aimed at continuous improvement of the EP.*
- ✓ *The management of the EP should involve representatives of groups of interested persons, including employers, students, and teaching staff in the formation of a development plan for the EP.*
- ✓ *The management of the educational institution must demonstrate the individuality and uniqueness of the educational institution's development plan, its consistency with national priorities, and the development strategy of the organization of higher and (or) postgraduate education.*

- ✓ *The organization of higher and (or) postgraduate education must demonstrate a clear definition of those responsible for business processes within the framework of the EP, an unambiguous distribution of staff responsibilities, and the differentiation of functions of collegial bodies.*
  - ✓ *The management of the educational institution must provide evidence of the transparency of the educational program management system.*
  - ✓ *The management of the EP must demonstrate the existence of an internal quality assurance system for the EP, including its design, management and monitoring, improvement, and fact-based decision-making.*
- The management of the OP should carry out risk management, including within the framework of the OP undergoing primary accreditation, as well as demonstrate a system of measures aimed at reducing the degree of risk.*
- ✓ *The management of the educational institution should ensure the participation of representatives of employers, teaching staff, students, and other interested persons in the collegial management bodies of the educational program, as well as their representativeness in making decisions on the management of the educational program.*
  - ✓ *The BD should demonstrate innovation management within the framework of the EP, including the analysis and implementation of innovative proposals.*
  - ✓ *The management of the educational institution must demonstrate evidence of readiness for openness and accessibility for students, teaching staff, employers, and other interested persons.*
  - ✓ *The management of the EP should be trained in educational management programs.*

### ***The evidence-based part***

Educational activities in the educational program are carried out on the basis of state license No. KZ40LAA00031976, date of issue 06.09.2021. The validity period of the license is unlimited.

The regulatory legal framework for the development of an educational program consists of relevant documents in the field of higher and postgraduate education regulating this activity.

The University has developed a Strategic Development Plan for the Almaty University of Humanities and Economics, approved by Rector V.A. Korvyakov at a meeting of the Academic Council (Protocol No. 3 dated 10/27/2021). For its implementation, accredited universities have developed Development Plans.

AHEU has developed and approved the University's Quality Policy, approved by the Rector of AHEU on 09/01/2021, which is posted on the University's website <https://ageu.edu.kz/kz>. The quality policy corresponds to the mission and development strategy of AHEU and is focused on the realization of consumer expectations in the field of training highly professional personnel in the fields of economics and business, information systems, etc.

According to the Plan for the implementation of an internal quality system, the University has organized a Quality Assurance Committee, which includes AHEU teachers, employers, students and graduates. A Guide has been developed to ensure the quality of the AHEU institution, which was approved by the Academic Council, Protocol No. 2 dated 09/10/2021, which defines the main strategy for continuous improvement of the quality of education at the University.

AHEU defines and documents the procedures for assessing the quality of the EP. The mechanism and criteria for quality assurance consists of the following stages: quality assurance at the entrance through the staff selection system, student selection; quality assurance in the learning process through staff training, teaching staff certification, research and development analysis of teaching staff, mutual attendance of classes, updating of internal regulatory documents, student survey on teaching quality, research and development analysis; quality assurance at the exit through graduate employment analysis, graduate survey, employer survey.

The development of a culture of quality assurance is carried out through mechanisms of internal and external quality assessment and examination of educational programs. The university management, teaching staff, and staff take part in ensuring the quality of education. The university has structural units dealing with the formation of a contingent at the EP, employment, and solving tasks on operational requests.

The management of accredited educational institutions is implemented through participation in meetings of collegial bodies of the university (US, UMS, Business schools) as employers (Deputy Director of the branch of the Scientific and Technical Center of KazTransOil JSC Turgumbaev N.O., Executive Director of the Kazakhstan Marketing Association Mukhamedkarimova A.M., Deputy. Director of the "Kazakhstan Marketing Association"



Dadabaeva D.M.), as well as teaching staff and students. Thus, the AHEU Management Committee includes the chairman of the CMYP.

External expertise is carried out by representatives of government agencies, organizations, institutions and business structures. So, for example, the head of the Department of the Bureau of National Statistics of the ASPIR of the Republic of Kazakhstan for the city of Almaty Isaev D.A., Director of Germes IT LLP, director of Shara LLP Karmanova N.A., director of Inter Tour Asia LLP Razbekova M.K., director of Alash Samgau LLP Suyusinov E.A. were involved as reviewers for accredited EP and others.

The quality Assurance policy for accredited educational programs applies to any activity performed by contractors and partners (outsourcing). Outsourcing includes practice bases (pedagogical, research, professional). Contracts are concluded with the practice bases within the framework of the current national legislation.

The university's internal quality assurance policy generally reflects the relationship between scientific research, teaching, and learning and takes into account both the national and intra-university context. This is demonstrated in the support of scientific activities of teaching staff, participation in scientific conferences, publication of monographs, textbooks and articles in the open press, the use of modern practical cases in training sessions in order to analyze and understand current trends in the economy.

The improvement and adjustment of the EP is carried out in accordance with changes in environmental conditions based on the analysis of curricula, a catalog of elective disciplines, syllabuses, class attendance, questionnaires of students and academic teaching staff.

The leaders of the accredited EP completed training in the "Management in Education" programs in the amount of 72 hours at the Institute of Advanced Training of al-Farabi Kazakh National University: L.M. Bekenova (from January 11 to January 22, 2021), E.H. Akhatova (from January 11 to January 22, 2021), Seithamzina G.J. (from November 2, 2020 to November 20, 2020).

The openness and accessibility of the university management and deaneries for students are confirmed by the results of the survey: 93.2% consider the level of accessibility of the dean's office to be excellent, and 85.1% consider the level of accessibility and responsiveness of the university management for students. The level of accessibility of the manual for teaching staff is "very good" – 73.3%.

### ***The analytical part***

As part of the implementation of the Strategic Development Plan of the Almaty of Humanitarian and Economics University, Development Plans for the EP "7M04114 Marketing" (1 year), "7M04120 Management" (1 year), "7M04119 Management" (2 years), "7M04116 Management in the public sector" for 2021-2025 were developed, and approved by the first Vice-rector of AHEU Bekenova L.M. 08/27/2021 They include goals and objectives in three strategic areas: academic excellence, research and innovation, and the ability to create value (creativity, entrepreneurship).

The development plans of the EP are publicly discussed with representatives of all interested parties. AHEU has an Academic Council, which includes representatives of business structures, research institutes, and other organizations in Almaty. In the process of developing modular educational programs, the wishes of employers, the requirements of the labor market, and the opinions of university specialists preparing specialists in a similar field are taken into account. For example, they were involved in the discussion of the EP: Deputy Director of the NTC branch of KazTransOil JSC N.O. Turgumbaev, A.M. Mukhamedkarimova, Executive Director of the Kazakhstan Marketing Association, D.M. Dadabayeva, Deputy Director of the Kazakhstan Marketing Association.

Despite the fact that the accredited educational institutions have developed growth plans, many tasks and activities are identical in them, although the educational programs are different

and each of them has its specifics. In addition, the tasks and activities presented in the Plan are general, there are no specific measurable indicators. For example, to implement the task of teaching digital skills and creating educational content, all employees are scheduled to take advanced training courses in ICT skills. It would be possible to schedule a specific number of teachers who plan to study by year. In addition, the university did not provide evidence of regular revision of the development plans of the educational institution, monitoring its implementation.

The university self-assessment report notes that the management of the EP ensures the individuality and uniqueness of the EP growth plan, its consistency with national development priorities, and the development strategy of the educational organization by ensuring that the quality of educational materials is ensured by using the results of research activities of teaching staff in the educational process, in particular, publications of teachers are used: Bekenova L.M., Seithamzina G.Zh., Akhatova E.H., Textbook "State regulation of the economy: a workshop for SRSP and SRS", Bekenova L.M. "The economy of the enterprise in market conditions. Textbook for higher educational institutions", Seithamzina G.Zh., Duisen G.M., Bralimov A.Zh., Omarova S.K., Baymuratova G.K. "Business planning of innovative projects. Textbook", Tleppeev A.M., Bekenova L.M. Monograph "Formation and development of sustainable development of agglomerations through the closed cycle economy", etc.

The self-assessment report, as well as during interviews with the dean and the head of the EP, did not indicate the clear uniqueness of the accredited educational programs. Thus, uniqueness was presented in general for all accredited EP. In particular, as a unique component, they note, for example, the study of the opinions of students, cooperation with stakeholders and structures, and the use of innovative technologies. These areas are classic functions of the management of the EP and do not take into account, and even more so do not demonstrate the unique sides or features of accredited EP.

Each accredited educational program has different specifics: goals, objectives, results, and the field of activity are also different. For example, if within the framework of the EP "Management in the Public Sector" specialists are trained only for public service, then within the framework of other EP, they can work, for example, in the business environment, in organizations and institutions of different forms of ownership. Therefore, based on this, each program is unique, and has its competitive advantages and the university needs to present it more clearly.

The analysis of documents, interviews with heads of structural divisions, the dean, heads of accredited educational institutions showed that at the university the main burden of planning and implementing educational programs is assigned to departments and business schools. The existing structural units do not always perform the functions that come from the name of the university department. For example, during the interview, it was found out that the magistracy department is responsible for issuing statements, but does not participate in the planning and implementation of the EP. Another example is the public relations, practice, and career sector does not deal with public relations organizations, search for practice bases, and conclusion of contracts, all these functions are performed by departments and business schools, which causes their workload. In this regard, there is a need for functional analysis and revision of all job descriptions of employees of various structural divisions, dean's offices, departments, and business schools for an even distribution of job responsibilities and optimal workload.

In addition, for example, the EP "Management in the Public Sector" is part of the business school. The objectives of this EP are the professional training of students for public service with the acquisition of modern managerial skills and competencies to form a holistic systematic approach to the processes of state and regional management in the course of effective implementation of state and public policy. According to the current Kazakh legislation, civil servants are prohibited from engaging in entrepreneurial activities, and the business school provides for the acquisition of skills, including in the field of business. During an interview with the dean of the faculty, it was found out that they do not distinguish much difference in the activities of departments and business schools, they just changed the name of the departments to business schools. At the same time, it is necessary to distinguish and clearly define the processes

within the departments and the business school, based on the specifics. It should be noted that, as evidenced by global practice, business school is a comprehensive management education that provides comprehensive knowledge and develops practical skills for successful business work. In many business schools, the emphasis in training is on the study of successful business cases, successful managers from various fields of activity, and businessmen are involved in conducting classes. In this regard, in our opinion, the purpose of the EP "Management in the Public Sector" should be reconsidered if it remains part of the business school.

Risk management is included in the development plans of accredited educational institutions in the strategic direction of "Academic Excellence" and contains measures to implement the planned tasks. An analysis of documents and interviews with the university management, heads of structural divisions, the dean, heads of the EP, and the business school showed that a qualitative and quantitative risk analysis is not carried out.

Innovations within the framework of the EP are implemented through proposals from interested parties. So, for example, as part of the implementation of the EP, the IC: Accounting program is used. But at the same time, in interviews with employers, graduates, and students, it was noted that due to the active introduction of digital technologies in various fields of activity, there is a need to develop additional digital skills in this area. For example, consider the possibility of acquiring modern software, for project management, since this approach is currently widely used both in public administration and in business structures. This will contribute to the training of specialists more adapted to the market environment.

***Strengths/best practices according to the standard "Educational Program Management" according to EP 7M04114 Marketing (1 year), 7M04120 Management (1 year), 7M04119 Management (2 years), 7M04116 Management in the public sector:***

The management demonstrated openness and accessibility for students, academic teaching staff, and other interested persons.

***Recommendations on the standard "Educational Program Management" for OP 7M04114 Marketing (1 year), 7M04120 Management (1 year), 7M04119 Management (2 years), 7M04116 Management in the public sector:***

1. Finalize the growth plans of the EP and develop clear and measurable indicators for the implementation of planned tasks for each EP separately by September 2024.

2. The management of the EP should regularly update the growth plans of accredited EP, assess the effectiveness of its implementation, including based on the results of monitoring the implementation of the Plan, in the form of an annual report.

3. To analyze the internal and external environment and to carry out real positioning in the market, taking into account the competitive advantages of each accredited program separately until August 2024. To conduct a SWOT analysis of the EP "7M04114 Marketing" (1 year), "7M04120 Management" (1 year), "7M04119 Management" (2 years), "7M04116 Management in the public sector" until August 2024. Based on this analysis, make changes to the EP by the beginning of the 2024-2025 academic year.

4. To define more clearly the uniqueness of each EP "7M04114 Marketing" (1 year), "7M04120 Management" (1 year), "7M04119 Management" (2 years), "7M04116 Management in the public sector" until 2025.

5. To conduct a functional analysis of the activities of structural divisions (including departments and business schools) for compliance with the strategic goals of the university, a clear and even distribution of job responsibilities between them until September 2024.

6. Adjust the purpose and content of the EP "Management in the Public Sector", which is part of the business school until September 2024.

7. Systematize and conduct quantitative and qualitative risk analysis for the EP "7M04114 Marketing" (1 year), "7M04120 Management" (1 year), "7M04119 Management" (2 years),

"7M04116 Management in the public sector" separately until September 2025. Develop a Risk Map for each EP individually annually.

***The conclusions of the EEC according to the criteria:***

According to the standard educational program "Management", educational programs 7M04114 Marketing (1 year), 7M04120 Management (1 year), 7M04119 Management (2 years), 7M04116 Management in the public sector have 1 strong, 8 satisfactory positions, 6 positions suggesting improvement.

**6.2. Standard «Information management and reporting»**

- ✓ *The training organization should demonstrate the existence of a system for collecting, analyzing, and managing information based on the use of modern information and communication technologies and software tools and that it uses a variety of methods to collect and analyze information in the context of the EP.*
- ✓ *The management of the EP must demonstrate the existence of a mechanism for the systematic use of processed, adequate information to improve the internal quality assurance system.*
- ✓ *The management of the EP should demonstrate fact-based decision-making.*
- ✓ *A regular reporting system should be provided within the framework of the EP, reflecting all levels of the structure, including an assessment of the effectiveness and efficiency of the activities of departments and departments, and scientific research.*
- ✓ *The training organization should establish the frequency, forms, and methods of evaluating the management of the EP, the activities of collegial bodies and structural divisions, senior management, and the implementation of scientific projects.*
- ✓ *The training organization must demonstrate the definition of the procedure and ensure the protection of information, including the identification of responsible persons for the reliability and timeliness of information analysis and data provision.*
- ✓ *An important factor is the availability of mechanisms for involving students, employees, and teaching staff in the processes of collecting and analyzing information, as well as making decisions based on them.*
- ✓ *The management of the EP should demonstrate the existence of a mechanism for communication with students, employees, and other stakeholders, as well as conflict resolution mechanisms.*
- ✓ *The training organization should demonstrate the existence of mechanisms for measuring the degree of satisfaction with the needs of teaching staff, staff, and students within the framework of the EP.*
- ✓ *The training organization should provide an assessment of the effectiveness and efficiency of activities, including in the context of the EP.*
- ✓ *The information intended for collection and analysis within the framework of the EP should take into account:*
  - *key performance indicators;*
  - *dynamics of the contingent of students in the context of forms and types;*
  - *academic performance, student achievements, and expulsion;*
  - *satisfaction of students with the implementation of the EP and the quality of education at the university;*
  - *availability of educational resources and support systems for students.*
- ✓ *The training organization must confirm the implementation of procedures for processing the personal data of students, employees, and teaching staff based on their documentary consent.*

***The evidence-based part***

The University implements information management processes, including the collection and analysis of information: there is a special information technology support service that is responsible for providing information about the activities of the University and its departments; forming a positive public opinion about the University's activities through the media; assisting journalists in their work to cover the activities of the university and its departments.

AHEU information networks are used to inform the public.

As part of the implementation of the Order of the Ministry of Education and Science of the Republic of Kazakhstan No. 219 dated 06/05/2013 on the "Introduction of an information system in higher educational institutions of the Republic of Kazakhstan", the university interacts with the Ministry of Education and Science of the Republic of Kazakhstan in an automated mode using the UHEMS information system (Unified Higher Education Management System).

The general information part of the site <https://ageu.edu.kz/> contains information about the university, its departments, and events taking place within its walls.

As part of the State Program for the Development of Education of the Republic of Kazakhstan for 2020-2025, according to the informatization program and the strategic development plan of the University, the AHEU website has been modernized. The website reflects the life of the University, scientific projects, and international cooperation. Through the website, students and undergraduates get access to the resources of university partners and choose universities for the implementation of academic mobility programs. The site reflects information about structural divisions, BS and departments, teachers, competitions, and AHEU news. The site is available in three languages (Kazakh, Russian, and English). A wider range of information will be provided to the registered user by connecting to the educational portal.

The University monitors the employment and career growth of graduates, collects information on personal data and career growth. The employer is given the opportunity to leave wishes and complaints on the website regarding the quality of trained specialists.

Information about the formed plans for the development of the educational institution, about making collegial decisions is communicated to interested parties through the ASUE website, during meetings of the rector with students, as well as through posting information on stands, on the internal Internet and the portal.

Feedback from stakeholders is carried out in the form of interviews, questionnaires of teaching staff, employees, students, employers and other interested persons. Surveys of students and undergraduates are conducted annually, as well as the information presented in the rector's blog is analyzed.

AHEU has an Academic Council, which includes representatives of business structures, research institutes, and other organizations in Almaty. In the process of developing modular educational programs, the wishes of employers, the requirements of the labor market, and the opinions of university specialists preparing specialists in a similar specialty are taken into account. For example, the following experts were involved in the discussion: Director of the KazNII of Agricultural Economics and Rural Development, Doctor of Economics, academician of the Academy of Agricultural Sciences Moldashev A.B., Deputy. Director of the branch of the NTC of KazTransOil JSC Turgumbaev N.O.

Systems for collecting and analyzing statistics on the contingent of students and graduates, the results of examination sessions, and the passage of all types of practices are actively used in the management processes of the EP. The use of available resources and personnel is determined by the recruitment of students and undergraduates.

To collect information in the context of the EP, the following are used:

- collecting information at the entrance: the results of admission to the EP, conducting additional classes, and passing academic difference exams;
- collection and analysis of current information: availability of approved teaching materials and their content in disciplines, analysis of current student attendance;
- collection and analysis of information at the exit: information on the final certification of students (reports of the chairmen of the SAC), information on the employment of graduates.

In general, the information and analytical system of the University provides constant monitoring of the university's activities in terms of evaluating the educational process aimed at customer satisfaction and fulfilling the mission adopted by AHEU. Thus, as a result of monitoring the learning environment of students, undergraduates, teaching staff, and staff, by the beginning of the current academic year, the heating system of the building and educational, and administrative premises of the Institute of Economics, Statistics and IT Technologies were overhauled. Distance learning is based on network and case technologies.

The publication of personal data of teaching staff and employees on the official website of the university takes place based on the written consent of teaching staff and employees. The University has a Regulation on the protection of the personal data of employees and students of the AHEU Institution. Personal data on paper is stored in a lockable fireproof cabinet or a lockable metal safe. Personal data on electronic media is stored in the memory of the personal computers of operators. Access to the specified media is strictly limited. This Regulation presents a set of

measures to ensure the security of personal data.

***The analytical part***

In the accredited areas, the commission notes the following: the university has an information and reporting management system. The database is stored in electronic and paper format by the nomenclature. During the interview, it was noted that the university plans to develop a program for electronic document management. In this regard, work should continue in this direction to improve the information and reporting management process. In addition, as noted in the previous standard, the interview also expressed the wishes of interested parties about the active implementation of digital technologies and modern software at the implementation level of the EP.

The analysis of documents and interviews with stakeholders showed that the information intended for collection and analysis within the framework of the EP does not sufficiently take into account key performance indicators. In this regard, it is necessary to clearly define the criteria and measurable evaluation indicators.

According to the results of the survey on "very good" and "good", 90% noted that the management generally accepts criticism.

***Strengths/best practices according to the Information Management and Reporting standard according to OP 7M04114 Marketing (1 year), 7M04120 Management (1 year), 7M04119 Management (2 years), 7M04116 Management in the public sector:***

Missing.

***Recommendations on the standard "Information Management and Reporting" for EP 7M04114 Marketing (1 year), 7M04120 Management (1 year), 7M04119 Management (2 years), 7M04116 Management in the public sector:***

1. Define regulations by January 2025 at the institutional level, which is focused on the process of digitalization and management of EP.
2. Determine the list of measurable performance indicators of the EP by December 2024.

***The conclusions of the EEC according to the criteria:***

According to the Information Management and Reporting standard, the educational programs 7M04114 Marketing (1 year), 7M04120 Management (1 year), 7M04119 Management (2 years), 7M04116 Management in the public sector have: strong 0, 14 satisfactory positions, 2 positions suggesting improvement.

**6.3. Standard «Development and approval of the educational program**

- ✓ *The training organization should define and document the procedures for the development of the EP and their approval at the institutional level.*
- ✓ *The management of the EP must ensure that the content of the EP meets the established goals, including the expected learning outcomes.*
- ✓ *The management of the EP must demonstrate the existence of mechanisms for reviewing the content and structure of the EP, taking into account changes in the labor market, the requirements of employers, and the social demand of society.*
- ✓ *The management of the EP should ensure the availability of developed models of the graduate of the EP, describing the learning outcomes and personal qualities.*
- ✓ *The management of the EP must demonstrate the conduct of external examinations of the content of the EP and the planned results of its implementation.*
- ✓ *The qualification awarded upon completion of the EP must be clearly defined and correspond to a certain level of NQS and QF-EHEA.*
- ✓ *The management of the educational institution should determine the impact of disciplines and professional practices on the formation of learning outcomes.*
- ✓ *An important factor is the possibility of preparing students for professional certification.*

- ✓ *The management of the EP must provide evidence of the participation of students, teaching staff, and other interested parties in the development of the EP, ensuring its quality.*
- ✓ *The management of the educational institution should ensure that the content of academic disciplines and planned results correspond to the level of education (bachelor's, master's, doctoral studies).*
- ✓ *The structure of the EP should provide for various types of activities that ensure that students achieve the planned learning outcomes.*
- ✓ *An important factor is the correspondence between the content of the EP and the learning outcomes of the EP implemented by organizations of higher and (or) postgraduate education in the EHEA.*

### ***The evidence-based part***

The development and approval of educational programs at the university is carried out in accordance with the provisions of regulatory legal acts in the field of higher and postgraduate education, as well as documentation developed by the university to ensure transparency and clarity in the implementation of the directions of the development strategy.

The Academic Council of the University makes decisions on the organization of educational, methodological, research and educational work; recommends textbooks, educational and methodological manuals for publication; approves the topics of bachelor's and master's degree graduation papers, etc.

The teaching staff and students are directly involved in the process of forming a growth plan for the educational program, based on the specific tasks and interests facing each participant in the educational process. Employers and practitioners are involved in the formation of an EP growth plan. The participation of these groups in the development of the EP growth plan is reflected in the following aspects:

- review of the EP;
- discussion of the EP growth plan at Business School meetings with the invitation of employers, practitioners;
- discussion of the EP growth plan in academic groups;
- a survey of students in order to identify their degree of satisfaction in the main areas of Business School activities;
- participation of students in the development and implementation of strategic Business School activities.

At the preparatory stage, the main requirements for the content of the module's disciplines and the competencies being formed, taking into account the Dublin descriptors, are identified, interdisciplinary links for the formation of the module and competencies are determined, consistent with industry standards, labor market requirements and employers for future specialists. The faculty made suggestions on the formation of modules in accordance with the goals and objectives of the disciplines, indicating the results of the module's training, volume, and duration.

The content of the modules is coordinated with the employer to ensure that educational programs can be adjusted taking into account their proposals. Various forms of interaction are defined and implemented (including through the use of questionnaires and direct participation of representatives of employers). The content of educational programs agreed with the employer is reviewed and approved. There are acts of approval and reviews.

The implementation of the accredited EP is carried out on the basis of a list of educational and methodological documentation, including:

- Modular educational program;
- Standard curriculum of higher education;
- Standard curricula of disciplines;
- The curriculum of the EP approved by the EMB AHEU for the entire period of study;
- Working curricula of disciplines;
- Internship programs (industrial, pre-graduate, pedagogical, research).

A comparative analysis of the content of educational programs by education level is conducted annually with leading Kazakh and Russian universities, in particular, universities such as Al-Farabi Kazakh National University, NARKHOZ University, IIER, MSUESI, and others. As a result of the comparative analysis, changes were made to the curriculum of the 2020-2021

academic year, for example, new disciplines for the bachelor's degree in Marketing were introduced: Neuromarketing, Digital Marketing, Industry, and Service Marketing.

The teaching staff of the BS constantly maintains contact and cooperates with well-known scientists, teachers and economists of both our republic and near and far abroad, Professor R.A. Mynzhasarov (Bauman Moscow State Technical University, Moscow, Russia), Professor T.T. Mamytov (University of Economics and Entrepreneurship, Jalal-Abad, Kyrgyzstan), Professor V. Bakhyshov (Azerbaijan University of Tourism and Management, Baku, Azerbaijan), Professor Stefan Dyrka (University of Economics and Tourism, Bydgoszcz, Poland), etc.

The graduate model is a complex combination of professionally significant and personal qualities that determine the competence degree of activity at each of its levels. The formation of general cultural, professional and subject competencies contributes to the achievement of the goals and objectives of the EP.

Educational programs are aimed at mastering the basic professional competencies of graduates: the application of theoretical knowledge, practical training skills in the analysis and planning of production, economic, managerial, and marketing activities of enterprises by professional self-determination, etc.

Also, for the purpose of professional certification of students, the Business School and teaching staff regularly conduct guest lectures, master classes and trainings with the invitation of experienced business coaches and speakers. Thus, AHEU Business School organized a master class by business coach of Damu Malik Musabekov on the topic "Fundamentals of entrepreneurship: building a business model" <https://ageu.edu.kz/ru/news/view?id=122>. The Central Asian Advertising Association (CAAA) held an online webinar "Competencies of a marketer and digital marketer" with the participation of leading experts in the advertising and media market. <https://ageu.edu.kz/ru/news/view?id=137> Within the framework of the Winter School of Economics – 2023, a master class was held for students on the topic: "Decarbonization of the economy and modern education" by the Executive director of the Association of Legal Entities "Kazakhstan Association of Organizations of the Oil and Gas and Energy complex KAZENERGY" Kalmenova M. E. <https://ageu.edu.kz/ru/news/view?id=130>

The business school provides representation of students in the collegial management bodies of the Educational Program (EMB AHEU) for the formation of a development plan for the educational institution, the individual educational trajectory of students, forms, and methods of MIW and MIWT, etc.

The student contingent is involved in the process of evaluating educational programs by expressing their opinions and wishes at the end of the course of study or mastering a specific discipline; anonymous questionnaires; expressing opinions on the rector's website, by helpline and through trust boxes; at the rector's reception on Wednesdays of each month.

The Business School, which provides training in accredited educational programs, annually updates curricula, work programs of disciplines, a catalog of elective disciplines, and all necessary documentation, taking into account the requirements of the modern labor market, the opinions of employers, students, and teaching staff resources.

The University conducts regular evaluation and revision of programs with the participation of undergraduates, staff, and other stakeholders based on the systematic collection, analysis, and management of information, as a result of which programs are adapted to ensure their relevance.

### ***The analytical part***

Despite the fact that the university regularly conducts guest lectures, master classes and trainings with the invitation of experienced business coaches and speakers to prepare for professional certification, it is necessary to consider the possibility of creating conditions for obtaining certificates, for example, in project management, Kaizen technology, 1C: Accounting, etc.

During interviews with employers, graduates, and students, it was noted that there is an insufficient degree of practice-oriented disciplines. Interviews with the heads of the OP showed



that there are no branches of departments, or business schools based on the enterprise. On the one hand, the establishment of such branches would strengthen the practice orientation of disciplines, and on the other hand, it would provide an opportunity to prepare for professional certification or prepare for tests for admission to the civil service.

***Strengths/best practices according to the standard "Development and approval of educational programs" according to EP 7M04114 Marketing (1 year), 7M04120 Management (1 year), 7M04119 Management (2 years), 7M04116 Management in the public sector:***

Missing.

***Recommendations on the standard "Development and approval of educational programs" for EP 7M04114 Marketing (1 year), 7M04120 Management (1 year), 7M04119 Management (2 years), 7M04116 Management in the public sector:***

The agenda of meetings of collegial management bodies should include the possibility of creating branches of Business schools based on specific enterprises and government agencies to strengthen the practice-oriented disciplines and prepare for professional certification by September 2024.

***The conclusions of the EEC according to the criteria:***

According to the standard "Development and approval of educational programs", educational programs 7M04114 Marketing (1 year), 7M04120 Management (1 year), 7M04119 Management (2 years), 7M04116 Management in the public sector have: strong 0, 12 satisfactory positions, 0 positions suggesting improvement.

#### 6.4. Standard «Ongoing monitoring and periodic evaluation of educational programs

*The training organizations should identify mechanisms for monitoring and periodic evaluation of the EP to ensure that the goal is achieved and the needs of students and society are met, and show the focus of the mechanisms on continuous improvement of the EP.*

*Monitoring and periodic evaluation of the EP should include:*

- *the content of the program in the light of the latest scientific achievements in a particular discipline to ensure the relevance of the discipline taught;*
- *changes in the needs of society and the professional environment;*
- *workload, academic performance, and graduation of students;*
- *effectiveness of student assessment procedures;*
- *expectations, needs, and satisfaction of students with training in the EP;*
- *the educational environment and support services, and their compliance with the goals of the EP.*

*The management of the EP should demonstrate a systematic approach to monitoring and periodic assessment of the quality of the EP.*

*Training organization and the management of the EP should define a mechanism for informing all interested parties about any planned or undertaken actions about the EP.*

*All changes made to the EP must be published.*

#### ***The evidence-based part***

The self-assessment report of the university provides the necessary information on the issues of continuous monitoring and periodic evaluation of educational programs of the accredited cluster.

The process of evaluating learning outcomes as an indicator of student-centered learning is implemented through the office registrar system. Additionally, this process is supported by teaching staff, heads of departments, the head of the BS, the Department of Academic Work, and the First Vice-Rector of AHEU.

The Registration and Mobility sector keeps a history of students' academic achievements throughout the entire period of study, which is reflected in the transcript.

The assessment of students' knowledge, skills, and abilities is carried out through ongoing monitoring, and intermediate and final certification.

At the meetings of the Business School, issues of adjusting the form of classes, exams, and rating control and analysis of the sessions of students on the EP are periodically considered. During the academic year, according to the results of the session, the office registration conducts systematic monitoring of students' academic achievements. Strong and weak students and groups are identified. Based on the results, measures are being taken to improve the quality of classes and SIW and methodological, information support, as well as additional classes with lagging students. The results of the current certification are discussed at the meetings of departments and EMB AHEU, where inconsistencies identified during the academic year and the reasons for their occurrence are analyzed.

Monitoring of the implementation of the EP growth plan is conducted on an ongoing basis (Business school, EMB, employers). A report on the implementation, effectiveness and efficiency of the EP growth plan is created by the head of the EP and reviewed at meetings of the Academy's EMB. During monitoring, the implementation of the plan is checked; the compliance of the results of the processes with the planned indicators (effectiveness); the effectiveness is discussed; an assessment is given; if necessary, corrective actions are developed to eliminate shortcomings and omissions in the work.

Service services to support students in fulfilling their educational, personal, and career needs: academic Work Department, career and Business partnership sector, Registration and Mobility Department, educational process organization sector, electronic registration and student knowledge assessment sector, library, reading room, electronic library.

Student support services have been established at the university: the Youth Affairs Committee, the Student Council, the youth wing of the Amanat Party, the English Club, and the Coworking Center.

The social support system includes: a dormitory, a dining room, a buffet, a medical room, 2 gyms with an area of 281.8 sq.m, 174.5 sq.m.. The dormitories have recreation areas and WI-FI.

The university provides technological support to students and teaching staff, provides the opportunity for a trial self-assessment of students' knowledge through access to the University's portal (website); there is the possibility of academic consultations. Personalized interactive resources help students plan and implement educational programs; conduct professional orientation and assist in choosing a profession.

At the end of the academic year, at a meeting of the Business School with the participation of all interested parties (teaching staff, employers), a self-assessment of the EP is conducted, taking into account the changes made, and the results achieved are discussed. The input data for self-assessment are reports from teaching staff, representatives of employer organizations, and an analysis of elective subjects chosen by students. The results of the self-assessment are reflected in the minutes of the meeting.

### ***The analytical part***

As noted in previous standards, the university should more clearly identify the uniqueness of educational programs, refine the goals and update the content of some disciplines. For example, in the catalog of elective disciplines of the EP "Management in the public sector" (admission 2021), the course "Ethics of public service and Civil Servant" is offered. The brief description shows that "The purpose of the discipline is to form undergraduates a holistic view of the problems of professional ethics of state and municipal employees, to promote the acquisition of extensive and systematic knowledge in the field of theory and practice of business relationships with the priority of ethical norms and morality." It should be noted that according to Kazakh legislation, there are no municipalities in our country, respectively, there is no concept of municipal employees. This practice is more applicable to several other foreign countries, but not to Kazakhstan. In this regard, there is a need to update the content of some disciplines.

***Strengths/best practices according to the standard "Continuous monitoring and periodic evaluation of educational programs" according to EP 7M04114 Marketing (1 year), 7M04120***

**Management (1 year), 7M04119 Management (2 years), 7M04116 Management in the public sector:**

Missing.

**Recommendations on the standard "Continuous monitoring and periodic evaluation of educational programs" for EP 7M04114 Marketing (1 year), 7M04120 Management (1 year), 7M04119 Management (2 years), 7M04116 Management in the public sector:**

To update the content and strengthen the practice-oriented academic disciplines of educational programs in the light of changing needs of society and the professional environment in time until December 2024.

**The conclusions of the EEC according to the criteria:**

According to the standard "Continuous monitoring and periodic evaluation of educational programs", educational programs EP 7M04114 Marketing (1 year), 7M04120 Management (1 year), 7M04119 Management (2 years), 7M04116 Management in the public sector have: 0 strong, 10 satisfactory positions, 0 positions suggesting improvement.

### 6.5. Standard «Student-centered learning, teaching, and performance assessment

- ✓ The management of the educational institution should ensure respect and attention to different groups of students and their needs, and provide them with flexible learning paths.
- ✓ The management of the EP should provide for the use of various forms and methods of teaching and learning.
- ✓ An important factor is the availability of research in the field of teaching methods of educational disciplines.
- ✓ The management of the educational institution should demonstrate the availability of feedback mechanisms for the use of various teaching methods and evaluation of learning outcomes.
- ✓ The management of the educational institution should demonstrate the existence of mechanisms to support the autonomy of students with simultaneous guidance and assistance from the teacher.
- ✓ The management of the educational institution must demonstrate the existence of a procedure for responding to student complaints.
- ✓ The training organization should ensure consistency, transparency, and objectivity of the learning outcomes assessment mechanism for each EP, including the appeal.
- ✓ The training organization should ensure that the procedures for evaluating the learning outcomes of students of the EP correspond to the planned results and goals of the program, and publish criteria and evaluation methods in advance.
- ✓ The training organization should define mechanisms to ensure that each graduate of the educational institution achieves learning outcomes and ensures the completeness of their formation.
- ✓ Evaluators should be familiar with modern methods of evaluating learning outcomes and regularly improve their skills in this area.

### **The evidence-based part**

The educational activities of the Almaty Humanitarian and Economics University are based on the principle of student-centered learning. The interests of students are at the head of the implementation of accredited educational programs, which are aimed at developing their creative potential, individuality, integrity, personal and professional growth, independence, and self-esteem.

Teaching methods at AHEU, through which programs are implemented, encourage students to play an active role in the educational process. The learning outcomes assessment process reflects the effectiveness of student-centered learning.

Respect for the personality and consideration of the needs of students within the framework of student-centered learning is provided by an individual learning trajectory, portfolio systems, as well as forms of learning that produce students' activity (business games, discussions, round tables, independent creative work, scientific work, excursions, communicative games, communication training).

Consideration of individual characteristics, needs, and cultural experience of students is carried out in various aspects of scientific and educational activities: when choosing elective

courses, when choosing a base of practice, when determining the topic of diploma and master's work, when choosing a supervisor, with the participation of students in research work (SR&D, MR&D).

The system of assessment of knowledge, skills, and competencies corresponds to practice at the national level and includes current, milestone, and final control. There are several forms of conducting boundary controls: an abstract, tests, tasks, etc. The assessment policy and procedures are transparent and accessible to students (there is also an appeals commission).

Educational programs are updated annually through individual curricula of students based on the choice of elective disciplines by undergraduates according to the trajectories of study and the demands of the labor market.

The results of the implementation of the educational program are evaluated through quantitative indicators, including high academic performance: thus, according to the results of the summer session of the 2022-2023 academic year, the academic performance of undergraduates in accredited programs amounted to 100%.

The educational load of the student, according to the "Rules for the organization of the educational process on credit technology of education", approved by the order of the Minister of Education and Science of the Republic of Kazakhstan dated 04/20/2011 No. 152 (as amended on October 12, 2018 No. 563.), is determined by the duration of the academic hour and the number of academic hours (50 min each) accompanying academic hours for different types of educational work. The academic hours of classroom work of students in the educational program are supplemented by an appropriate number of hours of SSW. Independent work is divided into two types – independent work, which is performed under the guidance of a teacher (SIWT), and the part that is performed entirely by students on their own (SIW). SIWT is an extracurricular type of work of a graduate student, which is performed by him in contact with a teacher on a separate schedule.

To assess students' knowledge, test questions, and questions for written and oral exams are being developed. The examination of test questions is carried out by a commission created among the teaching staff based on an analysis of materials (test results, control papers, written answers to exam questions, graduation papers, etc.) on which students' knowledge is assessed;

The assessment of students' satisfaction with the EP is carried out after each examination session. So, at the end of the academic year (annually), an anonymous survey is conducted.

During the discussion of open classes of teaching staff by the educational and methodological section of the EP, it was noted that such methods make it possible to create a positive emotional mood in the group, contribute to the development of various styles and methods of communication by undergraduates, the ability to listen to other people's opinions and form clear and correct questions, and competitiveness encourages future specialists not only to deepen knowledge, but also to hone independence thinking.

AHEU uses distance learning technologies (DLT) for inclusive education. There are no students with special needs enrolled in accredited programs.

The procedures for responding to student complaints include the possibility for students to contact the management of the department, the AHEU Business School both directly and through the rector's blog, through written mail requests. For each fact of the appeal, a discussion is held with the establishment of the reasons and the search for solutions.

For the period of the examination session (intermediate certification), based on the presentation of the department, the Business School, in agreement with the First Vice-Rector, by order of the Rector of AHEU, an appeal commission is created from among teachers whose qualifications correspond to the profile of the disciplines being appealed.

An important factor is the availability of own research and the choice of teaching methods for educational disciplines.

One of the main indicators of the implementation of the results of teaching staff's own research in the field of innovative teaching methods is the preparation and publication of educational literature. During the reporting period, the teachers of the Business School published

the following monographs and textbooks:

1. Bekenova L.M. Enterprise economics in market conditions. A textbook for higher education institutions. – Almaty, 2022 – 224c.
2. Bekenova L.M., Seithamzina G.Zh., Akhatova E.H. State regulation of the economy: a workshop for SRSP and SRS. A study guide. – Almaty, 2022 – 153c.
3. Seithamzina G.Zh., Duisen G.M., Ibragimov A.Zh., Omarova S.K., Baymuratova G.K. Business planning of innovative projects. A study guide. - Almaty, 2022 – 116c.
4. Shiganbayeva N.B. The use of debate technologies in the educational process. Methodological recommendations. – Almaty, 2022 – 10c.
5. Bekenova L.M., Koryakov V.A., Akhatova E.H., Seithamzina G.J., Te A.L., Turgel I.D., Panzabekova A.J., Zhanbozova A.B., Digel I.E. Monograph "The state, problems and prospects of development of modern socio-economic processes". Chapter 1. "Conceptual foundations of the development of the urbanization process in the Republic of Kazakhstan". Petrozavodsk: ICNP "New Science", 2022.
6. Tleppeayev A.M., Bekenova L.M. Monograph "Formation and development of sustainable development of agglomerations through the closed cycle economy". Almaty, Zhania-Polygraph LLP, 2023, 8.8 p.l. (Appendix 17. Textbooks and monographs)

AHEU Business School annually holds a "Winter School of Economics" every January, within the framework of which advanced training courses are held for teaching staff in readable disciplines, as well as innovative teaching methods. The speakers of the school are representatives of business and industry, professors, and associate professors of ASUE and other partner universities. Thus, to increase the effectiveness of the educational process, a Winter School was organized from January 10 to 22, 2022, within the framework of which advanced training courses were held in the disciplines of economic specialties, as well as a methodological seminar on the topic "Actual problems of developing educational programs of higher and postgraduate education" with the participation of Professor G.V. Plekhanov Russian University of Economics Meshkova V. R. and Executive Director of the Kazakhstan Marketing Association Mukhamedkarimova A.M. (<https://ageu.edu.kz/ru/news/view?id=55> )

Distance learning seminars are held at the Almaty Humanitarian and Economics University. So, on November 04, 2021, a meeting of teaching staff and heads of structural divisions was held with B.J. Sharipov, director of the Center for Educational Innovations and Smart Learning at IIT, who presented the program of advanced training courses at IITU for teaching staff in the field of ICT education and shared his experience in developing innovative educational programs together with other partner universities and organizations. (<https://ageu.edu.kz/ru/news/view?id=41> )

To effectively organize the professional development of teaching staff, the AESA-training Training Center has been organized based on the Department of Science and Innovation since October 2020. (<https://ageu.edu.kz/ru/esit/page/view?id=41> ). This Training Center provides advanced training courses, seminars, and training for teaching staff and students in a distance and traditional format. Such seminars are held for teaching staff regularly according to the schedule of the University.

Also, teachers of the Business School regularly upgrade their qualifications based on other Kazakhstani universities. So, in the period from September 31 to October 12, at Turan University, teachers of the Business School took 72-hour refresher courses under the program "Innovative teaching methods of academic disciplines".

### ***The analytical part***

The implementation of student-centered learning is based on the formation of a learning trajectory. Starting from the stage of admission to AHEU, the student forms his learning trajectory based on a standard curriculum and a catalog of elective disciplines.

The assessment showed that the content, the logic of building an individual educational trajectory of students, the influence of profile disciplines, and professional practices on the formation of competencies of graduates of the educational institution were determined.

The planning of the educational trajectory (selection and admission to disciplines) is carried out under the academic calendar. The registration procedure for elective courses is organized by the registration department in writing with the methodological and advisory assistance of BS and advisors. Advisors conduct consulting and methodological work with students regarding the choice of educational trajectory, disciplines, and teachers a month before the start of the registration.

Accredited educational programs are developed separately according to the forms, levels, and terms of study.

The formation of an individual plan is preceded by students' applications and registration for academic disciplines at the registration office (Platonus) according to the terms of the academic calendar, for new applicants - the first week of the academic year (September).

During the interview, it was noted that persons with disabilities are not yet trained within the framework of accredited EP. In our opinion, during a visual inspection of the material and technical base of the university, conditions for people with disabilities are not sufficiently created. So, for example, there is no elevator, a special office, etc.

***Strengths/best practices according to the standard "Student-centered learning, teaching, and assessment of academic performance" according to EP 7M04114 Marketing (1 year), 7M04120 Management (1 year), 7M04119 Management (2 years), 7M04116 Management in the public sector:***

Missing.

***Recommendations on the standard "Student-centered learning, teaching and assessment of academic performance" for EP 7M04114 Marketing (1 year), 7M04120 Management (1 year), 7M04119 Management (2 years), 7M04116 Management in the public sector:***

Consider the possibility of creating additional conditions for the education of people with disabilities until 2026.

***The conclusions of the EEC according to the criteria:***

According to the standard "Student-centered learning, teaching and assessment of academic performance", EP 7M04114 Marketing (1 year), 7M04120 Management (1 year), 7M04119 Management (2 years), 7M04116 Management in the public sector have 0 strong, 10 satisfactory positions, 0 positions suggesting improvement.

#### 6.6. Standard «Students/Learners

- ✓ *The training organization must demonstrate the existence of a policy for the formation of a contingent of students in the context of the educational institution, and ensure transparency and publication of its procedures governing the life cycle of students (from admission to completion).*
- ✓ *The management of the educational program should determine the order of formation of the contingent of students based on:*
  - *minimum requirements for applicants;*
  - *the maximum size of the group during seminars, practical, laboratory, and studio classes;*
  - *forecasting the number of government grants;*
  - *analysis of the available logistical, information resources, and human resources;*
  - *analysis of potential social conditions for students, including the provision of places in the dormitory.*
- ✓ *The management of the educational program must demonstrate its readiness to conduct special adaptation and support programs for newly enrolled and foreign students.*
  - ✓ *The training organization must demonstrate compliance with its actions with the Lisbon Recognition Convention, the existence of a mechanism for recognizing the results of academic mobility of students, as well as the results of additional, formal, and non-formal education.*
- ✓ *The training organization should cooperate with other educational organizations and national centers of the "European Network of National Information Centers for Academic Recognition and Mobility/National Academic Recognition Information Centers" ENIC/NARIC to ensure comparable recognition of qualifications.*

- ✓ *The training organization should provide an opportunity for external and internal mobility of students of the educational institution, as well as readiness to assist them in obtaining external grants for training.*
- ✓ *The management of the educational institution should demonstrate its readiness to provide students with internship places, promote the employment of graduates, and maintain communication with them.*
- ✓ *training organizations should provide for the possibility of providing graduates with documents confirming their qualifications, including the achieved learning outcomes, as well as the context, content, and status of the education received and evidence of its completion.*

### ***The evidence-based part***

AHEU demonstrates the policy of forming a contingent of students from admission to graduation and ensures transparency of its procedures. The educational activities of the university are based on an Academic Policy aimed at ensuring the needs of students in obtaining quality education.

Career guidance is aimed at the preparation and selection of university graduates who have consciously chosen one or another educational program for master's degree programs. Informing graduates about the requirements of study programs is carried out through the University's website, which contains all information on levels and forms of study, as well as advertising on television, radio, newspapers, and outdoor advertising, regular Open Days, as well as among university graduates for admission to the AHEU Master's degree program.

Information on the rules and conditions of admission to the Master's degree, a list of necessary documents, entrance exam programs in Kazakh and Russian, exam admission schedules, regulatory documents, announcements, etc. are posted in advance on the official website of the University (<https://www.ageu.edu.kz/>), in advertising booklets and on information stands. You can also get information about admission from consultants working on the admissions committee and from those responsible for career guidance during planned events.

The modern material and technical base contribute to the implementation of a high-quality and effective educational process. AHEU has equipped classrooms, computer classes, a library and a reading room, a book collection, the latest electronic computing and audiovisual equipment, an equipped assembly hall, and a dormitory.

The development of material resources for educational programs is planned by the relevant departments of AHEU. The business school regularly forms applications for the purchase of necessary equipment, and educational and methodical literature, which are carried out by the information technology support service, the business sector, and the library on time, by the requirements of the implementation of training work programs. Educational and methodical literature has 9837 units, and scientific literature – 1100 books. In addition, ASUE has an electronic library, which includes electronic literature in the amount of 1,238 books.

All syllabuses of the Business School's educational programs are posted electronically on the University's portal, which every student has access to through their account.

Also, the information technology support service and the business sector carry out unscheduled, ongoing repairs of faulty PCs and office equipment, and technical training tools used in the educational process.

For students in the Master's degree program, the final information is concentrated and used by groups:

- final reports on the attendance of undergraduates;
- reports on current monthly academic performance;
- the results of the intermediate certification based on the results of the examination sessions.

Educational activities are carried out by the Law of the Republic of Kazakhstan "On Education" and other regulatory documents in the field of higher and postgraduate education:

- SCED of Higher and postgraduate education;
- standard and working curricula of the EP, as well as working curricula of the disciplines of the University, approved by the Academic Council and the rector of the university.

The working curricula and standard educational programs correspond to the State Compulsory Educational Standard of Higher Education 2022, and modern training requirements. In addition to the Standard curriculum, Working Curriculum, and IEP, a catalog of elective disciplines is being developed within the framework of the EP.

The contingent of undergraduates in EP Management and management in the public sector is presented in Table 1. According to EP 7M04114 – Marketing, there is no admission.

**Table 1 - The contingent of undergraduates for the 2022-2023 academic year**

<b>Educational program</b>	<b>Language of instruction</b>	<b>2022-2023 ac. year person</b>
7M04119(20) – Management	Russian	5
7M04116 – Management in the Public sector	Russian	4
7M04114 – Marketing	Russian	0
<b>Total number of master students:</b>		<b>9</b>

The academic performance of postgraduates in Management, Management in the public sector in the 2022-2023 academic years was 100%.

Postgraduates are defending their master's thesis. The management of master's theses includes teachers with a degree and the title of professor. When preparing master's theses, undergraduates use materials collected during the period of industrial, pre-graduate, professional, and research practices in specific business entities, as well as use the results of their research. To check the text of the dissertations of undergraduates for uniqueness, AHEU uses the licensed program "Anti-Plagiarism University". (Regulation on the verification of the independence of the completion of graduation papers (Approved by the Rector on 09/20/2021), Certificate of verification for unauthorized borrowings (plagiarism).

AHEU implements a program to support gifted students. The main objectives of the program are to define a strategy for the search, education, and training of gifted students, and to promote the socio-cultural development of talented youth. Gifted students and undergraduates are given the opportunity for independent academic and research work. Such students have the opportunity to view additional educational and methodological materials: CD-ROMs, textbooks, textbooks, encyclopedias, dictionaries, and reference books. Consultations are being held on the use of the electronic catalog and other reference and search devices of the library. (The program of support for gifted students (Approved by the Rector on 09/10/2021))

To track the interaction of theory and practice of education, undergraduates of accredited PLOS attended training courses, introductory seminars, master classes, webinars, and guest lectures on core subjects by representatives of business structures and higher education.

On October 28, 2022, a meeting of students with the Deputy of the Department of the Bureau of National Statistics, M.D. Ydyris was held, and the heads of Statistical Departments made reports on the activities of the Department and its Departments. The speakers informed the students in the presentation format about the role and importance of statistics, the principles and tools of statistical research, and the content and capabilities of the site [www.stat.gov.kz](http://www.stat.gov.kz). (<https://ageu.edu.kz/ru/news/view?id=108>)

On November 10, 2022, a training seminar of speakers-entrepreneurs of the Syndicate business Community was held with a student of AHEU and Narkhoz University. (<https://ageu.edu.kz/ru/news/view?id=112>)

On November 25, 2022, an international scientific and practical conference "Economic Restructuring of Kazakhstan in the Context of the Global Geopolitical Crisis" was held, which is dedicated to the 70th anniversary of the Institute of Economics of the National Academy of Economics of the Republic of Kazakhstan. (<https://ageu.edu.kz/ru/news/view?id=119>)

On November 29, 2022, AHEU Business School organized a master class by the business coach of Damu Malik Musabekov on the topic "Fundamentals of entrepreneurship: building a business model". (<https://ageu.edu.kz/ru/news/view?id=122>)



On January 19, 2023, a master class was held for students of economic specialties on the topic: "Decarbonization of the economy and modern education" by the Executive director of the Association of Legal Entities "Kazakhstan Association of Organizations of the Oil and Gas and Energy complex KAZENERGY" Kalmenova M.E. (<https://ageu.edu.kz/ru/news/view?id=130>)

On February 23, 2023, the Central Asian Advertising Association (CAAA) held an online webinar "Competencies of a marketer and digital marketer" with the participation of leading experts of the advertising and media market. (<https://ageu.edu.kz/ru/news/view?id=137>)

In the period from April 27 to May 04, 2023, students attended a lecture course "Urbanization of Central Asian countries" by Irina Dmitrievna Turgel, Director of the School of Economics and Management of the Ural Federal University named after the first President of Russia B.N. Yeltsin, Professor, Doctor of Economics. (<https://ageu.edu.kz/ru/news/view?id=148>)

In the period from April 24 to May 10, 2023, undergraduates online listened to a course of lectures by a professor at the Russian University of Economics named after Plekhanova Meshkova V.R. on the topic: "The economics of uncertainty." (<https://ageu.edu.kz/ru/news/view?id=152>)

Postgraduates are actively involved as participants and speakers in the annual International Scientific and Practical Conferences of AHEU. Information about participation is provided on the AHEU website in the section Science – Conference Collections. (<https://ageu.edu.kz/ru/page/view?id=108>)

To create conditions for effective career growth of young people and their professional adaptation to the labor market, AHEU systematically works to expand the network of strategic partners, to date, the university has about 170 permanent business contacts with leading public and private institutions, organizations, companies, banks, and firms, among which: JSC Halyk Bank of Kazakhstan, "Kaspibank", DB JSC "Sberbank of Russia", JSC "Kazpost", Department of Statistics Almaty, Almaty Regional Chamber of Appraisers, JSC "Alliance Policy", LLP "G-Global", JSC "Eurasian Bank", JSC "Nurbank", JSC "Asiakreditbank", JSC "Kazakhtelecom", LLP "Dostyk-Agribusiness", LLP "Akhal", LLP "Kazstroy megaz-Astana", Kazatomprom SCZ LLP, project LLP, Astanacorporation LLP, Consultcapitalgroup LLP, etc.

To facilitate the University's activities in training highly qualified specialists and in establishing mutually beneficial relations between AHEU and its graduates, the Alumni Association operates. (<https://ageu.edu.kz/ru/esit/page/view?id=71>) AHEU Alumni Association helps to keep graduates connected with the University through various events, continuing education programs, online services, as well as AHEU special events for graduates.

### ***The analytical part***

The University provides free Internet access and wireless WI-FI access for students. Personal computers are connected to a server network. However, during the visit, there was a weak WI-FI access signal on the university grounds.

The self-assessment report indicates the practice of recognizing higher education qualifications, periods of study and prior study, recognition of non-formal and informal education, which are based on ensuring actions by the Lisbon Convention on the Recognition of Qualifications Related to Higher Education in the European Region (Lisbon, 1997), as well as the Ministry of Education of the Republic of Kazakhstan (order of the Minister of Education and Science of the Republic of Kazakhstan dated January 10, 2008 N8). However, at the time of the EEC visit, information about such a transfer was not confirmed when interviewing AHEU staff.

To implement the principle of academic mobility, undergraduates carry out scientific research within the framework of a scientific internship – collecting, and analyzing information and materials of a scientific, theoretical, and scientific-practical nature for writing a master's thesis based on the library fund and other resources of other universities and countries. Agreements on mutually beneficial cooperation in the field of academic mobility of students and teaching staff with domestic and foreign universities are presented. However, the provisions of these agreements remained without practical implementation, as evidenced by the lack of academic mobility of

students of the Master's degree program to universities with which these agreements were concluded, representatives of teaching staff are not invited to lecture courses with subsequent reflection of this in the transcripts of students, etc.

The activities of the Alumni Association are not at the proper level.

There is no information on graduates evaluated by the EP, who have a successful career and are actively engaged in professional activities.

***Strengths/best practice according to the "Students" standard according to EP 7M04114 Marketing (1 year), 7M04120 Management (1 year), 7M04119 Management (2 years), 7M04116 Management in the public sector:***

*Missing.*

***Recommendations on the "Students" standard for EP 7M04114 Marketing (1 year), 7M04120 Management (1 year), 7M04119 Management (2 years), 7M04116 Management in the public sector:***

1. To increase the role of the Alumni Association in the activities of the university and the development of accredited educational institutions. Develop an action plan to take measures to improve the performance of the Alumni Association. Deadline: March 1, 2024.

2. To develop a roadmap for the conclusion and subsequent implementation of the provisions of concluded cooperation agreements with universities of the Republic of Kazakhstan and foreign countries, with mandatory departure for internship of teaching staff and academic mobility of students and teaching staff of the Master's degree program. Deadline: September 1, 2024.

3. To develop and approve at the university level a Provision on the recognition of previous results of additional and non-formal education. Deadline: September 1, 2024.

4. To develop a roadmap for the search for academic partners at the national and international levels to involve master students in accredited educational programs in new projects, research, analytics, and expertise, and to attract external grants for research and training. Deadline: September 1, 2024.

5. Publish visual information on the professional growth of graduates of the program of all accredited EP on the website. Deadline: September 1, 2024.

***The conclusions of the EEC according to the criteria:***

According to the "Students" standard, the educational programs 7M04114 Marketing (1 year), 7M04120 Management (1 year), 7M04119 Management (2 years), 7M04116 Management in the public sector have 0 strong, 12 satisfactory positions, and 0 positions requiring improvement.

### 6.7. Standard «Academic teaching staff»

✓ *The training organization must have an objective and transparent personnel policy, including in the context of the OP, including recruitment, professional growth, and development of personnel, ensuring the professional competence of the entire staff.*

✓ *The training organization must demonstrate that the staff potential of the teaching staff corresponds to the specifics of the OP.*

✓ *The management of the EP must demonstrate awareness of responsibility for its employees and ensure favorable working conditions for them.*

✓ *The management of the educational institution should demonstrate the change in the role of the teacher in connection with the transition to student-centered learning.*

✓ *The training organization should determine the contribution of the teaching staff to the implementation of the training organization development strategy and other strategic documents.*

✓ *The training organization should provide opportunities for career growth and professional development of the teaching staff of the EP.*

✓ *The management of the educational program should demonstrate readiness to involve practitioners of relevant sectors of the economy in teaching.*

- ✓ *The training organization should demonstrate motivation for the professional and personal development of the teachers of the educational institution, including encouragement for the integration of scientific activity and education, and the use of innovative teaching methods.*
- ✓ *An important factor is the willingness to develop academic mobility within the framework of the EP, to attract the best foreign and domestic teachers.*

### ***The evidence-based part***

AHEU defines, publishes, and applies transparent procedures for the recruitment, professional growth, and development of all employees by the principle of meritocracy.

The University is primarily responsible for the quality of its staff and providing favorable conditions for their effective work.

To develop teaching staff and employees, the university ensures the development of a Personnel Policy that combines approaches, methods, and tools of personnel management, taking into account the best experience in the field of personnel management, and forming a unified approach and value system of the university in the field of personnel management.

The University's activities to develop the potential of teachers are aimed at changing its role by the transition to student-oriented learning.

The qualitative and quantitative need for academic staff is determined by the qualification requirements imposed by the state for educational activities.

The University independently determines the qualification characteristics of positions of employees of organizations of higher and postgraduate education by the legislation of the Republic of Kazakhstan and develops and approves the rules for competitive replacement of positions of teaching staff and researchers. Information about the competition and the availability of a vacant position is published in periodicals of the Republic of Kazakhstan and on the official website of the University.

All documents on the personnel issue can also be found in the personnel department. All regulatory documents related to personnel policy are necessarily reproduced and distributed to all structural divisions.

For the implementation of the EP, persons with basic education of the appropriate profile are involved, whose skill level corresponds to the specifics of the EP.

AHEU implements an effective personnel policy, which reflects the institutional procedures for teaching staff and staff. The University has a competitive commission to consider candidates for vacant positions on the teaching staff. The competitive selection of candidates for vacant positions is carried out by the qualification characteristics of the positions of scientific and pedagogical workers.

The key place in the work of AHEU is assigned to the personnel who implement all the university's activities. In the 2022-2023 academic year, the staff of the Business School consisted of 27 units, of which: 3 doctors of Economics, professors, 3 PhD doctors, 13 Ph.D., associate professors, and 6 senior teachers, the degree is 70%. In general, the scientific potential of the BS qualifies as high and meets the requirements for personnel.

The teaching staff of the EP of Business School meets the qualification requirements for basic education (100%) and the presence of an academic degree and title. (Information about the staffing of the teaching staff). Classes for postgraduates are taught by teachers with a degree of doctor, Candidate of Science or PhD (Doctor of Economics, Professors Duisen G.M., Ondasynova A.I., Bereshev B., Candidate of Economics, Professors Bralimov A.Zh., Bekenova L.M., Seithamzina G.Zh., PhD, Professor Te A.L., Candidate of Economics, associate professors Panzabekova A.Zh., Zhunusbekova B. B., Kutpanova A. B., Kydyrbek-uly A.B., Tursynbayeva D.K., Omarova S.K., Ilyasova A. A., etc.).

Social support for teaching staff is provided within the framework of the trade union line: financial assistance, departure of the team to the high-altitude resort of Ak Bulak, a rest house (Kapchagai), attendance of sports events at the Almaty Arena complex, etc. There is also a sports hall designed for physical education, mass sports, and recreational activities.

The faculty of the Business School has access to computer classes connected to the Internet. The University provides access to the book and electronic fund of the scientific library, equipped with traditional and electronic catalogs, newsletters of new products, Internet resources, etc., and also provides access to modern databases in the field of education and science of large publishing houses with an extensive list of information for both students and faculty.

To introduce practice-oriented lectures into the educational process, practitioners from relevant industries are involved. AHEU Business School organized a master class by the business coach of Damu Malik Musabekov on the topic "Fundamentals of entrepreneurship: building a business model". (<https://ageu.edu.kz/ru/news/view?id=122> ) The Central Asian Advertising Association (CAAA) held an online webinar "Competencies of a marketer and digital marketer" with the participation of leading experts in the advertising and media market. (<https://ageu.edu.kz/ru/news/view?id=137> ) Within the framework of the Winter School of Economics – 2023, a master class was held for students on the topic: "Decarbonization of the economy and modern education" by the Executive director of the Association of Legal Entities "Kazakhstan Association of Organizations of the Oil and Gas and Energy Complex KAZENERGY" Kalmenova M. E. (<https://ageu.edu.kz/ru/news/view?id=130> )

All teachers of the BS are actively working on research topics, have scientific articles, participate in scientific-theoretical and scientific-practical conferences in the Republic of Kazakhstan and countries of the near and far abroad, and are trained at special thematic seminars and advanced training courses.

Business School teachers have a non-zero HirschIndex based on Scopus and Web of Science. (Table 2).

**Table 2 - The Hirsch Index of Business School teaching staff**

<b>№</b>	<b>Full name and position of the teacher</b>	<b>The Hirsch index and the link to the Web of Science profile</b>	<b>The Hirsch index and the link to the Scopus profile</b>
1	Duisen G. M.	News of the National Academy of Sciences of the Republic of Kazakhstan, Series of Geology and Technical Sciences, 2021, 5(449), pp. 39–46	<i>h</i> -индекс -1
2	Panzabekova, A.Z.	Integration of Education National Research Ogarev Mordovia State University (2022), 26 (3), pp. 433-448.	<i>h</i> -индекс -3
		Lecture Notes in Information Systems and Organisation, (2022), 54, pp. 133-147.	<i>h</i> -индекс -3
		Institute of Economics, Ural Branch of the Russian Academy of Sciences, (2021) Economy of Regions, 17 (2), pp. 486-501.	<i>h</i> -индекс -3
3	Seitkhamzina, G.Zh.,	Global Journal of Environmental Science and Management, 2023, 9(4), страницы 951–966	<i>h</i> -индекс -1
4	Shiganbayeva, N.	Migration Letters, (2022),19(5), pp. 571-579	<i>h</i> -индекс -1

Within the framework of educational programs, practical teachers are AHEU teachers with experience in the real sector of the economy, for example, Professor A.J. Bralimov has work experience as a senior auditor of the Regional Consumer Union of Semey, chief accountant of the raw materials base, Deputy. Director of Finance and Director of the State of Emergency "Otan" G. Semey; Ph.D. in Economics, Associate Professor Tursynbayeva D.K. has experience as Financial Director of Taykazantehnoservice LLP; Associate Professor Te A.L. – held the position of Head of the Department of Commerce and Marketing of BurundayAVIA JSC; Associate Professor Satbekova A.B. – accountant of Raznotrade LLP; senior lecturer Shiganbayeva N.B. started her career at TemirInterinvest in the planning and economic department as an accountant-economist.

Academic mobility of teaching staff, and attracting the best foreign scientists to give lectures is the most important factor in the development of the Faculty. As part of the academic mobility and

the program to attract foreign scientists, AHEU invites professors from other countries to give lectures and conduct scientific consultations on master's theses, as well as practitioners of the real sector of the economy of the Republic of Kazakhstan.

**Table 3 - Lectures by invited foreign scientists at AHEU 2021-2023**

Full name and position of the lecturer	Theme of the lecture	Date of the event
Professor of Plekhanov Russian University of Economics Meshkov V.R.	Lecture module on the discipline "Management"	25.10.- 05.11. 2021
Central Asian Advertising Association (CAAA)	Competencies of a marketer and a digital marketer	23.02.2023
Professor of Plekhanov Russian University of Economics Meshkov V.R.	Lecture module on the topic "Economics of uncertainty"	24.04.-10.05. 2023
Director of the School of Economics and Management of the B.N. Yeltsin Ural Federal University Professor, Doctor of Economics Turgel I. D.	Urbanization of Central Asian countries	27.04. – 04.05 2023

As part of the academic mobility of the AHEU teaching staff, from November 8 to 27, 2021, Ph.D. in Economics, Professor Akhatova E.H. conducted a course of lectures in online format on the discipline "Social Entrepreneurship" to students of the EP "Management" at the Institute of Industry Management of the State University of Management (Moscow). (<https://ageu.edu.kz/ru/news/view?id=56>). From February 7 to February 25, 2021, Ph.D. in Economics, Associate Professor Taspnova G.A. She conducted a course of lectures in an online format on the discipline "Talent Management" to students of the EP "Management" at the Institute of Industry Management of the State University of Management (Moscow). (<https://ageu.edu.kz/ru/news/view?id=68>). In the period from March 14 to 28, 2022, Doctor of Economics, Professor Duisen G.M. conducted a course of lectures in online format on the discipline "Tourism Economics" to students of the EP "Economics" at the Institute of Personnel Management, Social and Business Communications of the State University of Management (Moscow). (<https://ageu.edu.kz/ru/news/view?id=69>).

The faculty of the Business School carries out international scientific cooperation through joint international scientific research. So, in 2022, together with scientists from the Plekhanov Russian University of Economics. and Ph.D. in Economics, professors of the AHEU Business School Seithamzina G.J. and Ilyasova A.A. published textbooks:

- Kiselev V.M., Meshkov V.R., Plusheva L.V., Syaglova Yu.V., Seithamzina G.J. // International marketing. A collection of case studies for students of educational programs "Marketing" of all forms of education. – Almaty, 2022 – 144p.

- Kiselev V.M., Meshkov V.R., Plusheva L.V., Syaglova Yu.V., Ilyasova A.A. // Marketing in industries and spheres of activity. A study guide. – Almaty, 2022 – 156p.

Also, many members of the BS received awards of Republican and national recognition, received letters of thanks, and certificates, which show the highest professional level of the PPS on an accredited op. So, professor Bekenova L. M. was awarded the medal "For the development of the science of the Republic of Kazakhstan", 25.12.2017, Certificate "Kurmet", 2017; Taspnova G. A. was awarded the "Letter of Thanks", 2016, St. teacher Shiganbayeva N. B. was awarded by the certificate of the month "Letter of Thanks", 2017.

The teachers of the Business School are copyright holders:

- Associate professor, PhD Te A.L. // Electronic methodological complex "Theoretical and methodological foundations of the development of the urban passenger transport management system" from 8.12.2017,

- Senior lecturer Shiganbayeva N.B. // Computer program "Marketing of land resources" from 12/29/2018.

Teaching staff actively participate in the public life of AHEU, in the work of various clubs, in exhibitions, creative competitions, etc.

### ***The analytical part***

Favorable conditions have been created for the effective activities of the university's teaching staff. The role of the teacher has changed, associated with the transition to centralized training of students: respect and attention to different groups of students and their needs, the presentation of flexible learning trajectories; the use of various forms of learning and various pedagogical methods; constant feedback and methods used to evaluate and correct pedagogical methods; support for the independence of the student at the same time by the appropriate management and the teacher; strengthening mutual respect between teachers and students; the availability of procedures for responding to justified student complaints.

The student receives feedback and, if necessary, consultations regarding the educational process. The examiner conducts the exam together with the assistant. The university is responsible for the quality of work of its employees and the creation of favorable conditions for their activities.

In relation to the teaching staff and staff of the university (recruitment, promotion, awarding, reduction, dismissal, rights and obligations, official instructions), a personnel policy based on institutional processes, access to its teaching staff and employees is provided.

The university management is doing some work to increase the motivation of teaching staff implementing the cluster's activities, including by providing research trips, participation in international and national conferences.

However, it is worth pointing out that there is no fact of attracting foreign teachers and/or teachers from other universities of Kazakhstan to lecture undergraduates. Such work on attraction is important for further integration into the national and international educational space, for creating a system to stimulate the professional and personal growth of teachers.

***Strengths/best practice according to the standard "Teaching staff" according to EP 7M04114 Marketing (1 year), 7M04120 Management (1 year), 7M04119 Management (2 years), 7M04116 Management in the public sector:***

Missing.

***Recommendations on the standard "Teaching staff" for EP 7M04114 Marketing (1 year), 7M04120 Management (1 year), 7M04119 Management (2 years), 7M04116 Management in the public sector:***

1. To train academic teaching staff in modern innovative technologies and information and communication technologies in the educational process (project work, case study, e-portfolio, etc.). Deadline: September 1, 2024.
2. To continue working on an ongoing basis to organize external academic mobility of teaching staff and attract the best foreign and domestic teachers to join scientific research to integrate undergraduates into the global research space. To consider these issues annually within the framework of meetings of the Academic Council of the University.
3. To increase the number of English-speaking teachers. Deadline: September 1, 2024.
4. To form a new competence model of a teacher-researcher, having revised towards reducing the academic load and focusing on conducting scientific research. Deadline: September 1, 2024.

***The conclusions of the EEC according to the criteria:***

*According to the "Teaching Staff" standard, the educational programs 7M04114 Marketing (1 year), 7M04120 Management (1 year), 7M04119 Management (2 years), 7M04116*

Management in the public sector have 0 strong, 9 satisfactory, and 0 positions requiring improvement.

### 6.8. Standard «Educational resources and student support systems

- ✓ The teaching organization must ensure a sufficient number of educational resources and student support services to ensure that the goal of the OP is achieved.
- ✓ The teaching organization must demonstrate the sufficiency of material and technical resources and infrastructure, taking into account the needs of various groups of students in the context of educational institutions (adults, working, foreign students, as well as students with disabilities).
- ✓ The management of the educational institution should demonstrate the availability of support procedures for various groups of students, including information and counseling.
- ✓ The management of the EP must demonstrate compliance of information resources with the specifics of the EP, including:
  - technological support for students and teaching staff (for example, online training, modeling, databases, data analysis programs);
  - library resources, including a fund of educational, methodological, and scientific literature on general education, basic and profile disciplines on paper and electronic media, periodicals, and access to scientific databases;
  - examination of research results, graduation papers, and dissertations on plagiarism;
  - access to educational Internet resources;
  - the functioning of WI-FI in the territory of the educational organization.
- ✓ The teaching organization demonstrates planning for the provision of educational equipment and software similar to those used in the relevant sectors of the economy.

#### **The evidence-based part**

AHEU ensures the availability of sufficient, accessible, and relevant learning resources and student support services. When allocating, planning, and providing educational resources, the university takes into account the needs of various groups of students.

Currently, the university has a modern material and technical base with a total area of 14363.4 m<sup>2</sup>, which meets the requirements of sanitary standards and the requirements of state educational standards. The University has land plots that meet the standards of public educational buildings and premises. The composition and content of the university's resources provide the conditions necessary for the provision of high-quality educational services. The university has documents confirming its right to operational management of real estate used in the educational process, technical passports, and building plans and structures. Buildings, equipment, and other property are managed by the administrative and economic part.

The types and volumes of material and technical resources involved in the implementation of educational programs are determined by the internal regulatory documents of AHEU. Teachers and students have access to the modern material and technical base of the university, which includes: three academic buildings, a sports hall, a sports ground, 3 assembly halls. Common and educational premises, a canteen, and a sports hall comply with sanitary and epidemiological standards and requirements. The conditions of the production environment comply with the requirements of PHII II-68-78 "Higher educational institutions" and the requirements of Norms of RK 1158-2002 "Higher professional education. The material and technical base of educational organizations". The educational process is organized in 85 classrooms, including 15 computer classes. The areas of the main educational premises were adopted under the requirements of Norms of RK 1158-2002, PHII 2.08-02-89 "Building codes and regulations. Public buildings and structures". The university is provided with drinking and technical water, thermal and electric energy, and telephone communications centrally. All engineering networks comply with the requirements of the PHII of RK 3.02-43-2007 G., PHII of RK 4.02-42-2006 G., and PHII of RK 3.05.01.2010.

Student support services have been established at the university: the Youth Affairs Committee, the Student Council, the youth wing "Zhas Otan" of the Amanat party, the dance group "AESA STARS", the student team of CMI "AESA kHz".

Tuition discounts were provided for 97 students from low-income families in the 2021-2022 academic year, and 123 students in the 2022-2023 academic year.

For the 2023-2024 academic year, the public foundation "Kazakhstan Khalkyna" allocated 4 (four) educational grants for the university within the framework of the charitable program "Educational Grants "Kazakhstan Khalkyna", for 1st-year students from low-income families in rural areas, small and single-industry towns, orphans, etc.

[https://qazaqstanhalqyna.kz/ru/press/808-qazaqstan\\_halqyna\\_grant\\_2023\\_.html](https://qazaqstanhalqyna.kz/ru/press/808-qazaqstan_halqyna_grant_2023_.html)

For gifted students with high academic and research achievements, discounts for tuition in the amount of 15 to 20% of its cost are provided. A Student Support Program has been developed. In the 2021-2022 academic year, discounts were provided to 9 gifted students.

Annually, at the beginning of the academic year, the head of the economic activity sector, O.K. Abildaev, reports on the readiness for the educational process of the educational and administrative premises of the AHEU buildings. (Appendix 24. Extract from Protocol No. 1, dated 08/29/2023. AHEU Academic Council meeting)

The University strives for continuous improvement of material and technical information resources, which is a factor in ensuring the quality of education. So, during the accredited period, modern software tools were purchased and implemented, such as 1C: Enterprise Server, 1C: Bitrix, 1C: Bitrix 1C: Enterprise 8 hardware package. Client license for 5 workstations, antivirus software packages.

The AHEU Library is one of the leading departments of the university and serves teachers, students, undergraduates, and university staff. The library provides information support for educational, scientific, and educational activities of the university within the framework of educational process organizations following the requirements of state educational standards.

The total area of the library is 485.4 sq.m. Its structure includes 2 reading rooms with 40 seats, a hall of periodicals, and an electronic hall.

To lead a healthy lifestyle and provide leisure for students, there is a sports hall, sports sections for volleyball, football, basketball, etc., and leisure, and cultural events are provided.

A special program for the adaptation and support of foreign students has been developed for foreign citizens enrolled in AHEU, and an electronic page on the website is functioning ([http://www.aesa.kz/students/foreign\\_students/](http://www.aesa.kz/students/foreign_students/)) in the section "Foreign students", which consists of the following documents: visa support for students, notification. (<https://www.aesa.kz/students/international/>)

In February 2021, it was planned to conclude an agreement with Arta for the purchase of the Art University Workflow (electronic document management) product. However, after testing and studying other offers, an agreement was concluded with ILAB for the purchase of the 1C-Bitrix24 licensed program (Corporate Portal, 60 users).

The material and technical, library resources and information support of the EP are sufficient and meet the requirements of the implemented EP. In general, the provision of EP with information and library resources meets licensing requirements, the development of the resource base and the updating of the library fund is carried out by the SCES of the Republic of Kazakhstan, approved by Order No. 2 of the Minister of Science and Higher Education of the Republic of Kazakhstan dated July 20, 2022. Registered with the Ministry of Justice of the Republic of Kazakhstan on July 27, 2022 No. 28916.

### ***The analytical part***

The University provides information and library services to provide textbooks, textbooks, scientific publications, and electronic resources to teachers, students, and researchers.

The university's infrastructure includes an academic building (59 Zhandosov Str.), a library, a reading room, 9 computer classes, and 3 interactive classrooms, which have terminals with access to information resources (local area network, Internet). The business school for conducting the educational process of accredited EP has at its disposal 45 classrooms for lectures and practical classes, with a total area of 2091sq.m. For conferences, scientific seminars, and official events,



there is a conference hall and an assembly hall with 160 seats. Therefore, there is an appropriate material and technical base for the preparation of bachelors and masters, that is, classrooms, and computer classes that meet the requirements of the State Educational Standard No. 28916 dated July 27, 2022.

An Electronic Student Service Center has been organized, where students can apply for academic services (issuance of certificates, transcripts, etc.) in person or via the Internet.

Student's Guide has been developed and is available on the website in the section for Students, in which the student can find out all the information about the learning process at ASUE. But during the work of the commission, there were interruptions with Internet bandwidth, problems with sound, etc.

***Strengths/best practices according to the standard "Educational resources and student support systems" according to EP 7M04114 Marketing (1 year), 7M04120 Management (1 year), 7M04119 Management (2 years), 7M04116 Management in the public sector:***

Missing.

***Recommendations on the standard "Educational resources and student support systems" for EP 7M04114 Marketing (1 year), 7M04120 Management (1 year), 7M04119 Management (2 years), 7M04116 Management in the public sector:***

1. To develop a mechanism for technological support of students and teaching staff by the EP, to use the digital footprint of students, and teaching staff, to replenish the digital base of the new author's EP. Deadline: September 1, 2024.

2. Ensure high-quality and uninterrupted operation of the wireless Wi-Fi network and strengthen the bandwidth of the "WiFi" network. Deadline: September 1, 2024.

3. Create more opportunities (floating training schedule, flexible choice of trajectories, etc.) to support and social protection of various groups of students (adults, working people with limited opportunities, etc.) in accredited educational programs, as well as for access to education for socially vulnerable segments of the population. Deadline: September 1, 2024.

***The conclusions of the EEC according to the criteria:***

*According to the standard "Educational resources and student support systems", educational programs 7M04114 Marketing (1 year), 7M04120 Management (1 year), 7M04119 Management (2 years), 7M04116 Management in the public sector have: 0 strong, 9 satisfactory positions, 0 positions requiring improvement.*

### 6.9. Standard «Public information»

✓ *The teaching organization must publish reliable, objective, up-to-date information about the educational program and its specifics, which should include:*

- *the expected learning outcomes of the educational program being implemented;*
- *qualifications and/or qualifications that will be awarded upon completion of the educational program;*
- *teaching and learning approaches, as well as the system (procedures, methods, and forms) of assessment;*
- *information about passing scores and educational opportunities provided to students;*
- *information about graduate employment opportunities.*

✓ *The management of the EP should provide for a variety of ways to disseminate information, including the media, and information networks to inform the general public and interested persons.*

✓ *Public awareness should include support and clarification of the national development programs of the country and the system of higher and postgraduate education.*

✓ *The teaching organization must demonstrate the reflection on the web resource of information characterizing it in general and in the context of educational programs.*

✓ *An important factor is the availability of adequate and objective information about the academic staff of the EP.*

✓ *An important factor is to inform the public about cooperation and interaction with partners within the framework of the EP.*

✓

### ***The evidence-based part***

AHEU pays great attention to informing the public, students, employees, as well as stakeholders about the results of its activities, and the university's policy and maintaining a dialogue with them.

The university has a public relations, practice, and career sector, which includes CMCYP. Specialists in the sector constantly make news releases, talking about the events held at the university. This is done through the official website <https://www.ageu.edu.kz/> and pages on such social networks (Instagram – ageu\_kdm, Facebook – Almaty University of Humanities and Economics).

Participants in the process of informing the public are the rector's office, the admissions committee, the Department for Academic Work, departments, CMCYP, the Center of the Assembly of People of Kazakhstan, the Department of Science and Innovation, and other services of the university.

Services and departments of the university, using the mass media, the Internet, the official website of the university <https://www.ageu.edu.kz/> and other ways, inform the public: about the public role of the university, about the achievements and development plans of the university, about the main educational programs being implemented, about innovative achievements, about the activities of student support services, about participation in the implementation of international programs and projects, about the results of activities, about the achievements of graduates.

The following information is also provided on the university's website: general information about the university as an educational institution; reference materials on educational programs and expected learning outcomes according to programs, forms of study, On the order of admission to the university; materials on the organization of the educational process; materials on scientific and innovative activities, international contacts of the university electronic library resources; collections of thematic materials on the profile of the activity of departments, departments, centers and other structural units; materials about the events of the current life of AHEU, events held at the university and with its participation, news archives.

Institutes and departments involved in the implementation of educational programs (EP) have their sections on the website with materials on disciplines and the learning process.

The section "Educational Programs and Areas of Study" of the section "About the University" contains complete and objective information about the Master's degree program - complete and objective information (name of the Master's degree program, cipher, academic degree, duration of study, direction) on educational programs of postgraduate education - master's degree. A full description of the educational programs according to the level of training is provided on the website.

On the University's website, <https://www.ageu.edu.kz/> archives of the journal "Statistics, accounting and Auditing" and materials from scientific conferences are available.

The availability of information about the work of the department is located on the pages of the university's website, in the sections "Departments", "Science", "Applicants", "International cooperation", "News" and others reflecting the life and main events of the AHEU.

All information about the professional experience and achievements of each teacher of the EP can be found on the personal pages of the teaching staff of the EP. (<https://ageu.edu.kz/ru/esit/departments/view?id=5>).

The website includes the structure and activities of AHEU and reflects the mission, goals and objectives of educational, scientific, and educational work, which indicates openness in the information space for cooperation with other universities from near and far abroad, which results in active and fruitful work of the academic mobility sector. In particular, information about the availability of a specialty, software, deadlines, and requirements posted on the University's website are also publicly available to applicants from other universities.

### ***The analytical part***

The university management uses various ways to disseminate information: the university's website, briefings conducted by the management, open days, job fairs at the university, round tables with heads of enterprises and organizations, an exhibition of achievements, presentation of new technologies and equipment introduced into production, months and weeks of career guidance.

Within the framework assessed by the Master's Degree program, information must be accurate, objective, relevant, and innovative. The expected learning outcomes, information on the possibility of awarding qualifications at the end of the EP, information on passing scores, and educational opportunities provided to students are partially reflected.

The management of the Business School should reconsider the approach to work in this area: full information about teaching, training, and evaluation procedures of teaching staff of departments is not reflected. On the university's website, and the pages of the Business School, there is no modern visualized information about employers, places of professional practice, employment of graduates with an indication of the place of work, or the specifics of the work.

It is necessary to use 3D formats, videos, and more content information about the accredited EP. The teaching staff of the department can inform the public of the region, and the country by explaining the national development programs of the country and the system of higher and postgraduate education, the development of the EP.

***Strengths/best practices according to the Standard "Public Awareness" according to EP 7M04114 Marketing (1 year), 7M04120 Management (1 year), 7M04119 Management (2 years), 7M04116 Management in the public sector:***

Missing.

***Recommendations on the "Public Awareness" Standard for EP 7M04114 Marketing (1 year), 7M04120 Management (1 year), 7M04119 Management (2 years), 7M04116 Management in the public sector":***

1. To develop, implement, and publish a clear mechanism for reflecting information on the web resource in the context of the implemented programs, indicating the expected learning outcomes, evaluation procedures, and interactions with academic and network partners. Deadline: September 1, 2024.

2. Conduct systematic internal monitoring of the website and assess to what extent the available information resource meets modern requirements, goals, and objectives of the University as a whole and in the context of educational programs. At the same time, take into account the technical requirements for standard resources: site design, usability, technical characteristics, and a content management system (CMS). Deadline: September 1, 2024.

3. Place adequate and objective information about the staff of the EP in the context of personalities. Deadline: January 1, 2024.

4. Post success stories of Business School teaching staff, study the role portrait of the Personalities of the department, students, and graduates to promote the accredited EP. Deadline: September 1, 2024.

5. To develop a roadmap for informing the accredited educational institution for graduates of the region and the country to attract students to master's degree programs. Deadline: June 2024.

***The conclusions of the EEC according to the criteria:***

*According to the Public Awareness standard, the educational programs 7M04114 Marketing (1 year), 7M04120 Management (1 year), 7M04119 Management (2 years), 7M04116 Management in the public sector have strong positions - 0, satisfactory – 10 positions, 0 positions requiring improvement.*

## **(VII) OVERVIEW OF STRENGTHS/BEST PRACTICES FOR EACH STANDARD**

### **Educational Program Management Standard**

This standard has demonstrated its openness and accessibility to students, teaching staff, employers, and other interested parties, which was confirmed during the focus group interviews.

### **Information Management and Reporting Standard**

Missing

### **Development and approval of an educational program**

Missing

### **Ongoing monitoring and periodic evaluation of educational programs**

Missing

### **Development and approval of the educational program**

Missing

### **Student-centered learning, teaching, and performance assessment**

Missing

### **Students**

Missing

### **Academic teaching staff**

Missing

### **Educational resources and student support systems**

Missing

### **Public Information**

Missing

## **(VIII) OVERVIEW OF RECOMMENDATIONS FOR QUALITY IMPROVEMENT**

### ***Educational Program Management Standard***

***Recommendations for YP 7M04114 Marketing (1 year), 7M04120 Management (1 year), 7M04119 Management (2 years), 7M04116 Management in the public sector':***

- Finalize the growth plans of the EP and develop each EP individually clear and measurable indicators for the implementation of planned tasks until September 2024.

The management of the EP should regularly update the growth plans of the accredited EP, and assess the effectiveness of its implementation, including based on the results of monitoring the implementation of the Plan, in the form of an annual report.

- To analyze the internal and external environment and to carry out real positioning in the market, taking into account the competitive advantages of each accredited program separately until August 2024. To conduct a SWOT analysis of the EP "7M04114 Marketing" (1 year), "7M04120 Management" (1 year), "7M04119 Management" (2 years), "7M04116 Management in the public

sector" until August 2024. Based on this analysis, make changes to the EP by the beginning of the 2024-2025 academic year.

- To define more clearly the uniqueness of each educational program of the EP "7M04114 Marketing" (1 year), "7M04120 Management" (1 year), "7M04119 Management" (2 years), "7M04116 Management in the public sector" until 2025.

- To conduct a functional analysis of the activities of structural divisions (including departments and business schools) for compliance with the strategic goals of the university, a clear and even distribution of job responsibilities between them until September 2024.

- To adjust the purpose and content of the EP "Management in the Public Sector", which is part of the business school until September 2024.

- To systematize and conduct quantitative and qualitative risk analysis according to the EP "7M04114 Marketing" (1 year), "7M04120 Management" (1 year), "7M04119 Management" (2 years), "7M04116 Management in the public sector" separately until September 2025. Develop a risk map for each EP individually annually.

#### ***Information Management and Reporting Standard***

***Recommendations for EP 7M04114 Marketing (1 year), 7M04120 Management (1 year), 7M04119 Management (2 years), 7M04116 Management in the public sector":***

- To define the regulations by January 2025 at the institutional level, which is focused on the process of digitalization and management of the EP.

- To determine the list of measurable performance indicators of the EP by December 2024.

#### ***The standard Development and approval of an educational program***

***Recommendations for EP 7M04114 Marketing (1 year), 7M04120 Management (1 year), 7M04119 Management (2 years), 7M04116 Management in the public sector":***

- To include in the agenda of meetings of collegial management bodies the issue of the possibility of creating branches of Business schools based on specific enterprises, and state bodies to strengthen the practice-oriented disciplines and prepare for professional certification by September 2024.

#### ***The standard "Ongoing monitoring and periodic evaluation of educational programs"***

***Recommendations for EP 7M04114 Marketing (1 year), 7M04120 Management (1 year), 7M04119 Management (2 years), 7M04116 Management in the public sector":***

- To update the content and strengthen the practice-oriented academic disciplines of educational programs in the light of changing needs of society and the professional environment until December 2024.

***The standard "Student-centered learning, teaching and assessment of academic performance"***

***Recommendations for EP 7M04114 Marketing (1 year), 7M04120 Management (1 year), 7M04119 Management (2 years), 7M04116 Management in the public sector":***

- Consider the possibility of creating additional conditions for the education of people with disabilities until 2026.

#### ***The standard "Students"***

***Recommendations for EP 7M04114 Marketing (1 year), 7M04120 Management (1 year), 7M04119 Management (2 years), 7M04116 Management in the public sector":***

- To increase the role of the Alumni Association in the activities of the university and the development of accredited EP. Develop an action plan to take measures to improve the performance of the Alumni Association. Deadline: March 1, 2024.

- To develop a roadmap for the conclusion and subsequent implementation of the provisions of concluded cooperation agreements with universities of the Republic of Kazakhstan and foreign

countries, with mandatory departure for internship of teaching staff and academic mobility of students and teaching staff of the Master's degree program. Deadline: September 1, 2024.

- To develop and approve at the university level a Provision on the recognition of previous results of additional and non-formal education. Deadline: September 1, 2024.

- To develop a roadmap for the search for academic partners at the national and international levels to involve students in accredited educational programs in new projects, research, analytics, and expertise, and to attract external grants for research and training. Deadline: September 1, 2024.

- To publish on the website visual information about the professional growth of graduates of the program of all accredited EP. Deadline: September 1, 2024.

***The standard "Academic teaching staff"***

***Recommendations for EP 7M04114 Marketing (1 year), 7M04120 Management (1 year), 7M04119 Management (2 years), 7M04116 Management in the public sector":***

- To train teaching staff in modern innovative technologies and information and communication technologies in the educational process (project work, case study, e-portfolio, etc.). Deadline: September 1, 2024.

- To continue working on an ongoing basis on the organization of external academic mobility of teaching staff and attracting the best foreign and domestic teachers to join scientific research, to integrate undergraduates into the global research space. To consider these issues annually within the framework of meetings of the Academic Council of the University

- Increase the number of English-speaking teachers. Deadline: September 1, 2024.

***The standard "Educational resources and student support systems"***

***Recommendations for EP 7M04114 Marketing (1 year), 7M04120 Management (1 year), 7M04119 Management (2 years), 7M04116 Management in the public sector":***

- To develop a mechanism for technological support of students and teaching staff by the OP, to use the digital footprint of students, and teaching staff, to replenish the digital base of the new author's OP. Deadline: September 1, 2024.

- Ensure high-quality and uninterrupted operation of the wireless Wi-Fi network. and strengthen the bandwidth of the "WiFi" network. Deadline: September 1, 2024.

- To create more opportunities (floating training schedule, flexible choice of trajectories, etc.) for the support and social protection of various groups of students (adults, working people with limited opportunities, etc.) in accredited educational programs, as well as for access to education for socially vulnerable segments of the population. Deadline: September 1, 2024.

***The standard " Public Information"***

***Recommendations for EP 7M04114 Marketing (1 year), 7M04120 Management (1 year), 7M04119 Management (2 years), 7M04116 Management in the public sector":***

- To develop, implement, and publish a clear mechanism for reflecting information on the web resource in the context of the implemented programs, indicating the expected learning outcomes, evaluation procedures, and interactions with academic and network partners. Deadline: September 1, 2024.

- To carry out systematic internal monitoring of the website and assess to what extent the available information resource meets modern requirements, goals, and objectives of the University as a whole and in the context of educational programs. At the same time, take into account the

technical requirements for standard resources: site design, usability, technical characteristics, and a content management system (CMS). Deadline: September 1, 2024.

- To place adequate and objective information about the staff of the EP in the context of personalities. Deadline: January 1, 2024.

- Post success stories of Business School teaching staff, study the role portrait of the Personalities of the department, students, and graduates to promote the accredited EP. Deadline: September 1, 2024.

- To develop a roadmap for informing accredited educational institutions for graduates of the region and the country to attract students to master's degree programs. Deadline: June 2024.



## (IX) OVERVIEW OF RECOMMENDATIONS FOR THE DEVELOPMENT OF THE ORGANIZATION OF EDUCATION

### Appendix 1. EVALUATION TABLE "CONCLUSION OF THE EXTERNAL EXPERT COMMISSION"

Conclusion of the External Evaluation Commission for Educational Programs 7M04114 Marketing (1 year), 7M04120 Management (1 year), 7M04119 Management (2 years), 7M04116 Management in the public sector" of the institution "Almaty Humanitarian and Economics University".

No	No	Evaluation criteria	The position of the educational organization			
			Strong	Satisfactory	Suggests improvement	unsatisfactory
<b>Standard 1 «Educational Program Management»</b>						
1	1.	The organization of higher and/or postgraduate education should have a published quality assurance policy that reflects the relationship between scientific research, teaching and learning		+		
2	2.	The organization of higher and (or) postgraduate education should demonstrate the development of a culture of quality assurance, including in the context of		+		
3	3.	Commitment to quality assurance should apply to any activity performed by contractors and partners (outsourcing), including in the implementation of joint/double degree education and academic mobility		+		
4	4.	The management of the EP demonstrates transparency in the development of a growth plan for the EP, which contains a timeline for the start of implementation, based on an analysis of its functioning, the real positioning of the university, and the focus of its activities on meeting the needs of the state, employers, students, and other stakeholders			+	
5	5.	The management of the EP demonstrates the existence of mechanisms for the formation and regular revision of the EP development plan and monitoring its implementation, evaluating the achievement of training goals, meeting the needs of students, employers, and society, and making decisions aimed at continuous improvement of the operational			+	
6	6.	The management of the EP should involve representatives of groups of interested persons, including employers, students, and teaching staff in the formation of a development plan for the EP		+		
7	7.	The management of the educational program must demonstrate the individuality and uniqueness of the educational institution's development plan, its consistency with national priorities, and the development strategy of the organization of higher and (or) postgraduate education			+	
8	8.	The organization of higher and (or) postgraduate education must demonstrate a clear definition of those responsible for business processes within the framework of the EP, an unambiguous distribution of staff responsibilities, and the differentiation of functions of collegial bodies			+	
9	9.	The management of the educational program must provide evidence of the transparency of the educational program management system		+		
10	10.	The management of the EP must demonstrate the existence of an internal quality assurance system for the EP, including its design, management and monitoring, their improvement, and fact-based decision-making		+		



11	11.	The management of the EP should carry out risk management, including within the framework of the EP undergoing primary accreditation, as well as demonstrate a system of measures aimed at reducing the degree of risk			+	
12	12.	The management of the educational institution should ensure the participation of representatives of employers, teaching staff, students and other interested persons in the collegial management bodies of the educational program, as well as their representativeness in making decisions on the management of the educational program			+	
13	13.	The university should demonstrate innovation management within the framework of the EP, including the analysis and implementation of innovative proposals			+	
14	14.	The management of the educational institution must demonstrate evidence of readiness for openness and accessibility for students, teaching staff, employers, and other interested persons	+			
15	15.	The management of the EP should be trained in educational management programs			+	
<b>Total according to the standard</b>			<b>1</b>	<b>8</b>	<b>6</b>	<b>-</b>
<b>Standard 2 «Information Management and Reporting»</b>						
16	1.	The university must ensure the functioning of the information collection, analysis and management system based on modern information and communication technologies and software			+	
17	2.	The management of the EP demonstrates the systematic use of processed, adequate information to improve the internal quality assurance system			+	
18	3.	The management of the EP should demonstrate fact-based decision-making			+	
19	4.	A regular reporting system should be provided within the framework of the EP, reflecting all levels of the structure, including an assessment of the effectiveness and efficiency of the activities of departments and departments, scientific research			+	
20	5.	The university should establish the frequency, forms and methods of evaluating the management of the EP, the activities of collegial bodies and structural divisions, senior management, and the implementation of scientific projects			+	
21	6.	The university should demonstrate the definition of the procedure and ensuring the protection of information, including the identification of responsible persons for the reliability and timeliness of information analysis and data provision			+	
22	7.	An important factor is the availability of mechanisms for involving students, employees and teaching staff in the processes of collecting and analyzing information, as well as making decisions based on them			+	
23	8.	The management of the EP should demonstrate the existence of a mechanism for communication with students, employees and other stakeholders, as well as conflict resolution mechanisms			+	
24	9.	The university should demonstrate the existence of mechanisms for measuring the degree of satisfaction with the needs of teaching staff, staff and students within the framework of the EP			+	
25	10.	The university should provide for an assessment of the effectiveness and efficiency of activities, including in the context of the EP			+	
		<i>The information collected and analyzed by the university within the framework of the OP should take into account:</i>				
26	11.	key performance indicators				+
27	12.	the dynamics of the student body in terms of forms and types			+	
28	13.	the level of academic achievement, student achievements and expulsion			+	
29	14.	student satisfaction with the implementation of the EP and the quality of education at the university			+	
30	15.	the availability of educational resources and support systems for students			+	
31	16.	The university must confirm the implementation of procedures for processing personal data of students, employees and teaching staff on the basis of their documentary consent			+	
<b>Total according to the standard</b>			<b>-</b>	<b>14</b>	<b>2</b>	<b>-</b>
<b>Standard 3 «Development and approval of the educational program»</b>						
32	1.	The university must demonstrate the existence of a documented procedure for the development of an EP and its approval at the institutional level			+	

33	2.	The university must demonstrate the compliance of the developed EP with the established goals and planned learning outcomes		+		
34	3.	The management of the EP must demonstrate the existence of mechanisms for reviewing the content and structure of the EP, taking into account changes in the labor market, the requirements of employers and the social demand of society		+		
35	4.	The management of the educational institution should determine the impact of disciplines and professional practices on the formation of learning outcomes		+		
36	5.	The university demonstrates the existence of a graduate model of an EP describing learning outcomes and personal qualities		+		
37	6.	The qualification awarded upon completion of the EP must be clearly defined, explained and correspond to a certain level of the NFQ, QF-EHEA		+		
38	7.	The management of the educational institution should determine the impact of disciplines and professional practices on the formation of learning outcomes		+		
39	8.	An important factor is the possibility of training students for professional certification (IS)		+		
40	9.	The management of the EP must provide evidence of the participation of students, teaching staff and other interested parties in the development of the EP, ensuring its quality		+		
41	10.	The management of the educational institution should ensure that the content of academic disciplines and planned results correspond to the level of education (bachelor's, master's, doctoral studies)		+		
42	11.	The structure of the EP should provide for various types of activities that ensure that students achieve the planned learning outcomes		+		
43	12.	An important factor is the correspondence of the content of the EP and the learning outcomes of the EP implemented by organizations of higher and (or) postgraduate education in the EHEA		+		
<b>Total according to the standard</b>			-	<b>12</b>	-	-
<b>Standard 4 «Ongoing monitoring and periodic evaluation of educational programs»</b>						
44	1.	The university should identify mechanisms for monitoring and periodic evaluation of the OP to ensure that the goal is achieved and the needs of students and society are met, and show the focus of the mechanisms on continuous improvement of the EP		+		
		<i>Monitoring and periodic evaluation of the educational process should consider:</i>				
45	2.	the content of the program in the context of the latest achievements of science and technology in a particular discipline		+		
46	3.	changes in the needs of society and the professional environment		+		
47	4.	the workload, academic performance and graduation of students		+		
48	5.	the effectiveness of procedures for evaluating students		+		
49	6.	expectations, needs and satisfaction of students with learning by EP		+		
50	7.	the educational environment and support services, and their compliance with the goals of the EP		+		
51	8.	The management of the EP should demonstrate a systematic approach to monitoring and periodic assessment of the quality of the EP		+		
52	9.	The management of the EP should define a mechanism for informing all stakeholders about any planned or undertaken actions in relation to the EP		+		
53	10.	All changes made to the EP must be published		+		
<b>Total according to the standard</b>			-	<b>10</b>	-	-
<b>Standard 5 «Student-centered learning, teaching, and performance assessment»</b>						
54	1.	The management of the educational institution should ensure respect and attention to different groups of students and their needs, providing them with flexible learning paths		+		
55	2.	The management of the EP should ensure teaching based on modern achievements of world science and practice in the field of training, the use of various modern teaching methods and evaluation of learning outcomes that ensure the achievement of the goals of the EP, including competencies, skills to perform scientific work at the required level		+		

56	3.	An important factor is the availability of own research in the field of teaching methods of educational disciplines.		+		
57	4.	The management of the EP should demonstrate the availability of feedback mechanisms for the use of various teaching methods and evaluation of learning outcomes		+		
58	5.	The management of the educational program should demonstrate the existence of mechanisms to support the autonomy of students with simultaneous guidance and assistance from the teacher		+		
59	6.	The management of the educational program must demonstrate the existence of a procedure for responding to student complaints		+		
60	7.	The university should ensure consistency, transparency and objectivity of the learning outcomes assessment mechanism for each EP, including the appeal		+		
61	8.	The university should ensure that the procedures for evaluating the learning outcomes of students of the EP comply with the planned results and goals of the program, and publish criteria and evaluation methods in advance		+		
62	9.	The university should define mechanisms to ensure that each graduate of the EP achieves learning outcomes and ensures the completeness of their formation		+		
63	10.	Evaluators should be familiar with modern methods of evaluating learning outcomes and regularly improve their skills in this area		+		
<b>Total according to the standard</b>			-	<b>10</b>	-	-
<b>Standard 6 «Students»</b>						
64	1.	The university must demonstrate the policy of forming a contingent of students and ensure transparency, publication of procedures governing the life cycle of students (from admission to completion)		+		
		<i>The management of the educational institution should determine the procedure for the formation of a contingent of students based on:</i>				
65	2.	minimum requirements for applicants		+		
66	3.	the maximum group size during seminars, practical, laboratory and studio classes		+		
67	4.	forecasting the number of state grants		+		
68	5.	analysis of available logistical, information resources, human resources		+		
69	6.	analysis of potential social conditions for students, including the provision of places in the dormitory		+		
70	7.	The management of the educational program should demonstrate its readiness to conduct special adaptation and support programs for newly enrolled and foreign students		+		
71	8.	The university must demonstrate compliance of its actions with the Lisbon Recognition Convention, including the existence and application of a mechanism for recognizing the results of academic mobility of students, as well as the results of additional, formal and non-formal education		+		
72	9.	The university should demonstrate cooperation with other educational organizations and national centers of the "European Network of National Information Centers for Academic Recognition and Mobility/National Academic Recognition Information Centers" ENIC/NARIC to ensure comparable recognition of qualifications		+		
73	10.	The university should provide an opportunity for external and internal academic mobility of students, as well as assist them in obtaining external grants for training		+		
74	11.	The management of the educational program should demonstrate its readiness to provide students with internship places, promote the employment of graduates, and maintain communication with them		+		
75	12.	The university should provide for the possibility of providing graduates of the educational institution with documents confirming their qualifications, including the achieved learning outcomes, as well as the context, content and status of the education received and evidence of its completion		+		
<b>Total according to the standard</b>			-	<b>12</b>	-	-
<b>Standard 7 «Academic teaching staff»</b>						
76	1.	The university should have an objective and transparent HR policy in the context of the EP, including hiring (including invited teaching staff), professional growth and staff development, ensuring the professional		+		

		competence of the entire staff				
77	2.	The university must demonstrate the compliance of the qualitative composition of teaching staff with the established qualification requirements, the university's strategy, and the goals of the EP		+		
78	3.	The management of the EP must demonstrate an awareness of responsibility for its employees and ensure favorable working conditions for them		+		
79	4.	The management of the EP should demonstrate the change in the role of the teacher in connection with the transition to student-centered learning		+		
80	5.	The university should determine the contribution of the teaching staff of the EP to the implementation of the development strategy of the institution, and other strategic documents		+		
81	6.	The university should provide opportunities for career growth and professional development of teaching staff		+		
82	7.	The management of the educational program should demonstrate its readiness to involve practitioners of relevant sectors of the economy in teaching		+		
83	8.	The university should demonstrate the motivation for the professional and personal development of the teachers of the educational institution, including encouragement for the integration of scientific activity and education, the use of innovative teaching methods		+		
84	9.	An important factor is the willingness to develop academic mobility within the framework of the EP, to attract the best foreign and domestic teachers		+		
<b>Total according to the standard</b>			-	<b>9</b>	-	-
<b>Standard 8 «Educational resources and student support systems»</b>						
85	1.	The university must ensure that there are sufficient educational resources and student support services to ensure that the goal is achieved.		+		
86	2.	The university must demonstrate the sufficiency of material and technical resources and infrastructure, taking into account the needs of various groups of students in the context of educational institutions (adults, working, foreign students, as well as students with disabilities)		+		
87	3.	The management of the educational program should demonstrate the availability of support procedures for various groups of students, including information and counseling		+		
		<i>The university must demonstrate the compliance of information resources with the needs of the university and the implemented programs, including in the following areas:</i>				
88	4.	technological support for students and teaching staff in accordance with educational programs (for example, online learning, modeling, databases, data analysis programs)		+		
89	5.	library resources, including a fund of educational, methodological and scientific literature on general education, basic and profile disciplines on paper and electronic media, periodicals, access to scientific databases		+		
90	6.	examination of research results, graduation papers, dissertations on plagiarism		+		
91	7.	access to educational Internet resources		+		
92	8.	functioning of Wi-Fi on its territory		+		
93	9.	The university demonstrates planning for the provision of educational equipment and software similar to those used in the relevant sectors of the economy		+		
<b>Total according to the standard</b>			-	<b>9</b>	-	-
<b>Standard «Public Information»</b>						
		<i>The university must publish reliable, objective, up-to-date information about the educational program and its specifics, which should include:</i>				
94	1.	expected learning outcomes of the educational program being implemented		+		
95	2.	qualifications and (or) qualifications that will be awarded upon completion of the educational program		+		
96	3.	teaching approaches, training, as well as the system (procedures, methods and forms) of assessment		+		
97	4.	information on passing scores and educational opportunities provided to students		+		
98	5.	information about graduate employment opportunities		+		

99	6.	The management of the EP should provide for a variety of ways to disseminate information, including the media, information networks to inform the general public and interested persons		+		
100	7.	Public awareness should include support and clarification of the national development programs of the country and the system of higher and postgraduate education		+		
101	8.	The university must demonstrate the reflection on the web resource of information characterizing it in general and in the context of educational programs		+		
102	9.	An important factor is the availability of adequate and objective information about the teaching staff of the EP		+		
103	10.	An important factor is to inform the public about cooperation and interaction with partners within the framework of the EP		+		
<b>Total according to the standard</b>			-	<b>10</b>	-	-
<b>The whole</b>			<b>1</b>	<b>94</b>	<b>8</b>	<b>0</b>

