



«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 the evaluation of the educational program in the specialties  
7M10101 «Health Management»  
(scientific and pedagogical direction),  
7M04132 «Management in Health Care» (profile direction)  
for compliance with the requirements of specialized accreditation standards of Non-profit joint stock  
«Al-Farabi Kazakh National University»  
from the 15th to the 17th of May 2023y.

**INDEPENDENT AGENCY FOR ACCREDITATION AND RATING  
EXTERNAL EXPERT COMMISSION**

*Addressed to  
Accreditation Council  
IAAR*



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**Almaty**

**«17» May 2023y.**

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

AIS	Automated information systems
WHO	World Health Organization
HSPH	High School of Public Health
SAC	State Attestation Commission
SCSE	State Compulsory Standard of Education
HEI	Higher education institution
FA	Final examination
IL	Instruction letter
IC	Individual curriculum
KazNU	Al-Farabi Kazakh National University
CCSES	Committee for Control in the Sphere of Education and Science of the
MES RK	Ministry of Education and Science of the Republic of Kazakhstan
CED	catalog of elective disciplines
LEC	Local ethical commission
MH RK	Ministry of Health of the Republic of Kazakhstan
MHSD RK	Ministry of Health and Social Development of the Republic of Kazakhstan
MES RK	Ministry of Education and Science of the Republic of Kazakhstan
RIFAM	B. Atchabarov Research Institute of Fundamental and Applied Medicine
SPW	Scientific and practical workers
SPD	Scientific and pedagogical direction
RW	Research work
EP	Educational program
PDMT	Preparation and defense of a master's thesis
MC	Mandatory Component
TS	Teaching staff
PD	Profile direction
WC	Working Curriculum
MM	Mass media
EDMS	Electronic document management system
IWMS	Independent work of a master student
IWMST	Independent work of a master student with a teacher
MC	Model curricula
EMC	Educational and Methodological Council
AC	Academic Council
EMCD	Educational-methodical complex of the discipline
FMH	Faculty of Medicine and Health
EDS	Electronic digital signature
ECTS	European Credits Transfer System
GPA	Grade Point Average - weighted average assessment of the level of educational achievements of a student in the chosen specialty
TBL	Team-Based Learning
PBL	Problem-Based Learning

## (II) INTRODUCTION

In accordance with order No. 74-23-OD dated March 10, 2023 Independent agency of accreditation and rating (later – IAAR) since 15 to 17 May 2023y. an external expert commission (EEC) evaluated educational programs 7M10101 «Health Management» (scientific and pedagogical direction), 7M04132 «Management in Health Care» (profile direction) for compliance with the standards of specialized accreditation of basic medical and pharmaceutical education IAAR based on WFME / AMSE standards (Republic of Kazakhstan) since 25 May 2018 year №68-18/1-OD, implemented by the NJSC Al-Farabi Kazakh National University.

The report of the external expert commission contains an assessment of the compliance of activities within the framework of specialized accreditation with the IAAR criteria, recommendations of the EEC for further improving the parameters of the specialized profile of educational programs 7M10101 «Health Management» (scientific and pedagogical direction), 7M04132 «Management in Health Care» (profile direction).

### **EEC consists of:**

**Expert IAAR, EEC chairman** – Tulupova Yelena Sergeyevna, PhD, Institute of Public Health and Medical Law, 1st Faculty of Medicine, Charles University (Czech Republic, Prague), *Off-line participation;*

**Expert IAAR** – Vasilevskaya Yekaterina Sergeyevna, CandidatePharmSci, ass.prof, Omsk state medical university (Russia, Omsk), *Off-line participation;*

**Expert IAAR** – Shukirbekova Alma Boranbekovna, DocPharmSci, prof., JSC «Medical University Astana» (Kazakhstan, Astana), *On-line participation;*

**Expert IAAR** – Seidakhmetova Aizat Ashimkhanovna, CandidateMedSci, JSC «South Kazakhstan Medical Academy» (Kazakhstan, Shymkent), *Off-line participation;*

**Expert IAAR** - Zhalilov Fazzliddin Sodikovich, DocMedSci, Tashkent Pharmaceutical Institute, (Uzbekistan, Tashkent), *Off-line participation;*

**Expert IAAR** – Maukenova Altynay Amanbayevna, CandidateEconSci, Asfendiyarov Kazakh National Medical University, (Kazakhstan, Almaty), *Off-line participation;*

**Expert IAAR** – Muchkin Dmitryi Pavlovich, CandPedSci, ass.prof., NJSCO «Pavlodar Pedagogical University» (Kazakhstan, Pavlodar), *Off-line participation;*

**Expert IAAR** – Sulatnova Gulnar Dostanovna, CandidateMedSci, NJSC «West Kazakhstan Medical University» (Kazakhstan, Aktobe), *Off-line participation;*

**Expert IAAR** – Imasheva Bagdat Sakenovna, DocBioSci, professor, advisor of the Chairman of the Board, National Centre of Healthcare MH RK (Kazakhstan, Astana), *Off-line yuchastnie;*

**Expert IAAR** – Ganagina Irina Gennadievna, CandidateTechSci «Siberian state university of geosystem and technology» (Russia, Novosibirsk), *On-line participation;*

**Expert IAAR** – Yerdauletov Meir Sapargaliyevich, Joint Institute of nuclear research (Russia, Dubna), *Off-line participation;*

**Expert IAAR** – Kabyshev Aset Maratovich, PhD, NJSC «Gumilev Eurasian University» (Kazakhstan, Astana), *Off-line participation;*

**Expert IAAR**– Kasymov Askar Bagdatovich, PhD, NJSC «Semey Shakarim University» (Kazakhstan, Semey), *Off-line participation;*

**Expert IAAR** - Kulzhumiyeva Aiman Amangeldiyevna, CandidatePhysMatSci, Utemisov West Kazakhstan University (Kazakhstan, Uralsk), *On-line participation;*

**Expert IAAR, employer of EEC**– Yeseneyev Olzhas Brimzhanovich, MBA in Healthcare, Hospital with a polyclinic of the Police Department of the North Kazakhstan region (Kazakhstan, Petropavlovsk), *On-line participation;*

**Employer – Expert IAAR** – Pilipenko Yurii Alexandrovich, International Association goods and services producers «Expobest» (Kazakhstan, Almaty) *Off-line participation;*

**Expert IAAR, EEC student** – Kaibagarova Indira Boranbayevna, PhD student, NJSC «West Kazakhstan Medical University» (Kazakhstan, Aktobe), *On-line participation*;

**Expert IAAR, EEC student** - Zhelubayeva Kainesh Turgunovna, master student, JSC «Astana Medical University» (Kazakhstan, Astana), *On-line participation*;

**Expert IAAR, EEC student** – Orazayeva Bayan Bolatkaikyzy, master student of NJSC «Semey Medical University» (Kazakhstan, Semey), *On-line participation*;

**Expert IAAR, EEC student** – Tungushov Sherkhon Zhasulanbekuly, student, NJSC «Altynsarin Arkalyk Pedagogical Institute» (Kazakhstan, Arkalyk), *On-line participation*;

**Expert IAAR, EEC student** – Shirinbek Beklan Saparalyuly, student, JSC «South Kazakhstan Medical Academy» (Kazakhstan, Shymkent), *On-line participation*;

**Expert IAAR, EEC student** – Dildabek Turar Kanatovich, student, Asfendiyarov Kazakh National Medical University, (Kazakhstan, Almaty), *Off-line participation*;

**Expert IAAR, EEC student** – Tirzhanova Sabina Erkinovna, PhD student, NJSC «Satpaev Kazakh National Technical University» (Kazakhstan, Almaty) *Off-line participation*;

**Expert IAAR, EEC student** – Bagramova Assel Aidosovna, PhD student, NJSC «Gumilev Eurasian University» (Kazakhstan, Astana), *On-line participation*;

**Expert IAAR, EEC student** – Kuzyakova Valentina Alekseyevna, student of NJSC «Karaganda Medical University», (Kazakhstan, Karaganda), *On-line participation*;

**Expert IAAR, EEC student** – Mustafina Mergul Oralbekovna, PhD student of Amanzholov East Kazakhstan University (Kazakhstan, Ust-Kamenogorsk), *On-line participation*;

**Coordinator IAAR** – Dzhakenova Alisa Satbekovna, CandidateMedSci, Head of medical projects of the Agency (Kazakhstan, Astana), *Off-line participation*.





### (III) PRESENTATION OF THE EDUCATIONAL ORGANIZATION

The Kazakh State University (KazSU) was established in 1934 on the basis of the Pedagogical Institute, as a result of the decision of the Council of People's Commissars of the USSR and the Kazakh Regional Committee of the All-Union Communist Party of Bolsheviks. In 1993, according to a special Decree of the President of the Republic of Kazakhstan, the university received a special status of an autonomous state university and was renamed the al-Farabi Kazakh National University (al-Farabi KazNU).

Today Al-Farabi Kazakh National University is a leading scientific, educational and innovation center where new knowledge, advanced ideas and technologies are created. The University strives to achieve the goals set forth in the Address of the First President of the country. One of these goals is to be included in the ranking of the best universities in the world, which implies a high quality of education and active participation in international research projects.

Al-Farabi Kazakh National University continues to demonstrate its high position in university rankings. In the QS WorldUniversityRankings for Eastern Europe and Central Asia (QS WorldUniversityRankings EECA 2022), the university takes an honorable 16th place. This confirms its excellence in the region and its contribution to scientific and educational achievements. According to the study "AcademicRankingofWorldUniversities-EuropeanStandard" (ARES), an authoritative European ranking, Al-Farabi Kazakh National University is the leader among all higher educational institutions in Kazakhstan. The university has been rated "AA" for its performance, which places it among the top European universities and far outperforms other Kazakh universities rated "A+" and below.

According to a study by the British agency "TimesHigherEducation", Al-Farabi Kazakh National University occupies the position 1001-1200. In the Asia University Rankings, it ranks 401-500, in THE Emerging Economies Rankings - 351-400. This confirms the international recognition of the university and its active participation in research projects that contribute to the development of the region and the country as a whole.

A particularly important achievement for Al-Farabi Kazakh National University is its position in the QS GraduateEmployabilityRankings, where it became the first university in Central Asia to rank 201-250 out of 550 universities. This testifies to the high preparation of students and their successful integration in the labor market. In 2020 Al-Farabi Kazakh National University was awarded three nominations for the prestigious "Leader of Science" award provided by the authoritative WebofScience database. Five scientific journals of KazNU are included in international databases, including those on Medicine (Interdisciplinary ApproachestoMedicine), which confirms their importance and reputation in the international scientific community.

The total Hirsch index, which reflects the scientific productivity and citation of scientists associated with the university, is more than 2,700. This indicates a high level of scientific achievements and vigorous scientific activity carried out by scientists of Al-Farabi KazNU.

These results confirm that al-Farabi Kazakh National University occupies a leading position among higher educational institutions in Kazakhstan and is one of the leading universities in Europe. In 2015, the Al-Farabi Kazakh National University decided to establish the Faculty of Medicine with the aim of actively contributing to the development of the healthcare and medicine system in Kazakhstan, as well as striving to achieve a high international level in the field of life sciences.

The Faculty of Medicine of KazNU offers the training of healthcare professionals at various levels of educational programs, striving to meet international standards and take into account the latest scientific achievements.

The faculty offers bachelor's, master's and doctoral programs, and also provides an opportunity for additional professional education for business representatives and specialists

from various fields and sectors involved in the development, promotion and implementation of programs aimed at improving and maintaining health.

In 2018, the Graduate School of Medicine was opened as part of the Faculty of Medicine and Healthcare, which began the development and implementation of EPs in clinical specialties - "General Medicine", and since 2019 - "Dentistry". In 2022, the Department of Dentistry was formed (separated as a department).

Thus, the Faculty of Medicine of Al-Farabi KazNU plays an important role in the development of healthcare and medicine in Kazakhstan, offering quality education and up-to-date knowledge in this area, taking into account modern requirements and international standards.

Study duration on EP 7M10101– «Health Management» is 2 years, 120 ECTS, study duration on EP 7M04132– «Management in Health Care» is 1,5 years, 90 ECTS, total amount of students on EP at 14.01.2023 – 37, total amount of teaching staff, characteristics of qualitative and quantitative indicators of the teaching staff on EP 7M10101–«Health Management», 7M04132–«Management in Health Care» are presented in Tables 1, 2.

Table 1 – Teaching staff EP 7M10101–«Health Management», 7M04132–«Management in Health Care»

	Average age	Staff with science degree and ranks (%)	Working on rate			Having science degree			Science Rank	
			1,0	0,5	0,25	Candidate of Medical Science	Doctor of Medical Science	PhD	Professor	Associate professor
The main staff of the teaching staff (Department of Policy and health organization)	46	11	10	1	-	6	3		3	8
General staff of teaching staff	11	100%	10	1	-	6	3		3	8

Table 2 – Information about EP 7M10101–«Health Management», 7M04132–«Management in Health Care»

Level/study duration	Postgraduate education – master program/ 2 years Postgraduate education – master program / 1,5 years
Study language	Kazakh, russian
Structural unit (head)	High School of Public Health Daniyarova A.B.
The main profile department - Department of Policy and health organization Kapanova G. Zh.	
ECTS number	120 90
Study duration (semesters number), study form	2 years (4 semesters), daily study form 1,5 years (3 semesters), daily study form
Entry Requirements	Admission is carried out on the basis of applications and a certificate issued on the basis of the results of comprehensive testing conducted by the National Testing Center of the Ministry of Education and Science of the Republic of Kazakhstan with scores not lower than the established threshold score.



	Additional requirements at the institutional or state levels are the absence of contraindications for admission to medical educational institutions (form 086 / y, "List of medical contraindications for admission to universities"). The main method for selecting applicants for enrollment is the results of the competition for the award of State educational grants of the Ministry of Education and Science of the Republic of Kazakhstan.
Opportunities for further education (upon completion of the program)	Education in doctoral programs, training and retraining, etc.
EP aims	<p>The aim of EP «7M10101 - Health Management»: high-quality training of specialists on the latest achievements in the organization of management and management technologies of a modern medical organization for the effective functioning of the healthcare system capable of:</p> <ul style="list-style-type: none"> <li>- to interpret and generalize deep modern knowledge in the latest management technologies in the healthcare system;</li> <li>- solve professional problems in an academic context on the basis of generally recognized conceptual knowledge of modern management; - interpret the results of their own scientific research and communicate them to both specialists and non-specialists;</li> <li>- to ensure the effectiveness of the educational process based on classical and innovative teaching methods;</li> <li>- build your own program of further education and research activities.</li> </ul> <p>The aim of EP «7M04132 - Management in Health Care»: High-quality training of managers of a new format, able to formulate and solve modern scientific and practical problems in terms of management in the field of healthcare, medical organizations, departments, teams of employees, projects, and innovations in conditions of changing parameters of the internal and external environment and successfully carry out research activities.</p>
Learning outcomes	As a result of training, the graduate must have competencies in accordance with the requirements of the State Educational Standard of the Republic of Kazakhstan. The final learning outcomes that undergraduates will have to show after completing the educational programs of the master's program "Management in Health Care" in the scientific, pedagogical and profile areas are assessed in the context of a competency-based approach, which forms their ability to solve problems of a professional nature, skills of professional activity.
Cost of education	850 000 tenge – for citizens of the Republic of Kazakhstan and persons specified in the note; 1 350 000 – for foreigners

Preparing students of EP 7M10101–«Health Management», 7M04132–«Management in Health Care» is carried out in accordance with the current legislative and legal acts of the Republic of Kazakhstan, agreed with the Strategic Development Plan of KazNU, with the mission, vision and strategy of the university.

#### (IV) DESCRIPTION OF EEC VISIT

The work of the EEC was carried out on the basis of the Program of the visit of the IAAR / IAAR expert commission as part of the specialized accreditation of educational programs from May 15 to May 17, 2023. In order to coordinate the work of the EEC on 05/12/2023. an

introductory meeting was held, during which powers were distributed among the members of the commission, the schedule of the visit was specified, and agreement was reached on the choice of examination methods. In order to obtain objective information on evaluating the activities of the university, the members of the EEC used such methods as visual inspection, observation, interviewing employees of various structural units, teachers, students, graduates and employers, questioning the teaching staff, students. Meetings of the EEC with the target groups were held in accordance with the revised program of the visit, in compliance with the established time period. On the part of the University staff, the presence of all persons indicated in the visit program was ensured.

In accordance with the requirements of the standards, in order to obtain objective information about the quality of educational programs and the entire infrastructure of the university, to clarify the content of self-assessment reports, meetings were held with the rector, vice-rectors, heads of structural divisions, deans, heads of departments, teachers of departments, students, graduates, employers, interviews were conducted and questioning of teachers and students. Total in the meetings of EP 7M10101-«Health Management», 7M04132-«Management in Health Care» took participation 39 persons (Table 3).

Table 3 - Information about employees, students, employers, alumni who took part in meetings with EEC IAAR / IAAR

Category of participants / number								
University management		Heads of structural divisions	Deans	Teaching staff	Heads of EPs, heads of departments	Students	Employers	Graduates
Rector	Vice-rectors							
-	3	13	1	5	2	14	4	4

According to the program of the EEC visit, an off-line tour of the university was also held, during which the experts visited: the Library, the Keremet Student Service Center; Center for situational management; department "Policy and organization of health care", clinic "Sunkar".

In accordance with the accreditation procedure, an on-line survey of teachers and students was conducted: students, residents. According to the results of a survey of teachers, in which 13 people took part, it was revealed that 100% of respondents noted that they were satisfied with the content of the educational program, opportunities for continuous potential development, advanced training, and the opportunity to actively apply their own teaching methods in the educational process. All respondents said that the library has the necessary scientific and educational literature. 93% of respondents believe that there are all conditions to combine teaching with research. Many respondents are satisfied with the support of the management both in relation to the development of new educational programs and motivational approaches. In general, the vast majority of respondents answered positively to all questions of the questionnaire and believe that this is an actively developing university with great growth opportunities and conditions for both teachers and staff, and for students.

A survey of 14 master students was conducted. According to the results of the survey, 91-93% of respondents are satisfied with the attitude and responsiveness of the management, only 91% of respondents are satisfied with the availability of academic counseling, educational materials (91.5%), the availability of library resources and the quality of services (93.5% and 93%), classrooms (88.5%), clarity of disciplinary procedures (88%), overall quality of curricula (91%), teaching methods (88.6%), quality of teaching (91.5%), objectivity and fairness of teachers (89.5%), available scientific laboratories (74.1%), quick response to feedback from teachers on the educational process (92%).

As part of the planned program, recommendations for improving the activities of the university, developed by the EEC based on the results of the examination, were presented at a meeting with the leadership and heads of structural divisions of KazNU on 17.05.2023.

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

Assessment of the compliance of educational activities with the standards of specialized accreditation of the IAAR for reporting educational programs is carried out for the first time.

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

### **6.1. Standard «Mission and outcomes»**

#### ***Evidence***

The University carries out its activities on the basis of the Charter, local regulations, strategic development plan, developed in accordance with the regulatory and strategic documents adopted in the Republic of Kazakhstan.

Mission of Al-Farabi Kazakh National University consists in the formation of human resources - competitive and sought-after specialists in the national and international labor markets, the achievement of a qualitatively new effect in the formation of citizens of the country and the world, and in promoting the sustainable development of society through the transfer and enhancement of knowledge. The mission was developed and approved by the Academic Council and included in the Development Strategy of the Al-Farabi Kazakh National University for 2022-2026 (<http://www.kaznu.kz/ru/14960/page/>).

The mission of the university is posted on the website <https://www.kaznu.kz/ru/20518/page/>

The mission of the educational programs "7M10101 - Healthcare Management" scientific and pedagogical direction, "7M04132 - Management in Healthcare" profile direction is to train a new generation of leaders who are able to find technological solutions, especially the principles of policy and management in the health care system and the assessment of quality management of medical services, interpretation and comprehensively solve the problems of healthcare management and economics, develop a strategy for the development of the medical business, form a team of professionals and effectively use the latest business and IT solutions. The content of the document is brought to the attention of the teaching staff at cathedral meetings, to the attention of students - at curatorial hours, meetings with deans, and is also placed on information stands of departments and structural divisions. Representatives of health authorities (employers) are members of collegiate forms of university management: Academic Council, Academic Councils of faculties, at the meetings of which issues related to the implementation of the mission are considered. The mission of the educational program was discussed and approved by the Academic Committee of the University (approval № 8 от 29.04.2019).

To implement the EP "7M10101 - Healthcare Management" scientific and pedagogical direction, "7M04132 - Management in Healthcare" profile direction, the University has a material and technical base that complies with the current fire rules and regulations, and provides for all types of disciplinary training, practical and scientific work of students provided by the curriculum and extracurricular activities. Thus, the available resources and capabilities of the university meet the requirements of the market. Information resources (Internet, educational portal, implementation of AIS Univer, etc.) are supported by divisions for digitalization and process automation. Foreign teachers are involved in training through academic mobility programs and visiting professors. Continuous improvement of all types of activities of the university allows you to train competitive and competent specialists.

The continuity of medical education is provided for by the bachelor-master-doctoral PhD model, where each subsequent stage of education is impossible without complete assimilation of the previous one. The quality of training undergraduates is assessed based on the results of the Independent Final Attestation. It is carried out in accordance with the final learning outcomes.

The purpose of the final certification is to assess the professional readiness of graduates upon completion of the master's educational program. Upon completion of the master's program, those who successfully pass the final certification are awarded the degree of Master of Medical Sciences ("7M10101 - Healthcare Management" scientific and pedagogical direction) and Master of Business and Management ("7M04132 - Management in Healthcare" profile direction). The results of the assessment of the competence of master's graduates are regularly analyzed in order to improve the program. The quality of training of university graduates is analyzed annually by questioning the heads of medical organizations. According to the results of the survey, university graduates confirm the prestige of the university: demand, competitiveness of graduates, compliance with qualification characteristics, sufficient level of professional knowledge, skills and practical skills, compliance of graduate training with the modern level of medicine, ability to work in a team, leadership abilities of graduates, readiness for self-improvement, communicative abilities, etc. KazNU uses institutional autonomy in the formulation and implementation of the Quality Policy, development of EP, assessment of staff recruitment, research, distribution of extrabudgetary resources for educational programs. The educational program is developed, implemented and controlled with the participation of all interested parties.

The supervising department in the preparation of undergraduates according to the EP is the Department of Health Policies and Organizations. The departments where the educational process takes place, according to the approved EP, are the Department of Pedagogy, Philosophy, Psychology, Foreign Languages. The structural subdivision responsible for the development of educational programs is the Academic Council of the Faculty. The Council consists of experienced methodologists from among leading professors, associate professors, advisers in relevant educational areas, representatives of students and practical healthcare. The working curriculum is compiled on the basis of the standard curriculum of the specialty, the catalog of elective disciplines, the content of the academic disciplines of the educational program within the framework of academic freedom is determined by the university independently. The content of academic disciplines is determined by syllabuses, which are developed by the department independently, taking into account prerequisites and postrequisites, in agreement with related departments, then considered by the Academic Council of the Faculty and approved at a meeting of the Academic Committee of the University. Master students are also involved in the process of evaluating educational programs by expressing their opinions and wishes at the end of a course of study or mastering a particular discipline by anonymous questionnaires to identify opinions and take into account comments, suggestions as direct consumers. Al-Farabi KazNU systematically assesses the state of affairs and prospects for the development of the university, analyzes the strengths and weaknesses of the activity, develops corrective measures for improvement, on the basis of which a strategic plan for the development of the university is subsequently formed. Internal and external audits are carried out. Internal audit is carried out by the department of the quality management system, the educational and methodological department and the dean's offices. An external audit is carried out during the final certification, licensing and recertification for compliance with the requirements of MS ISO 9001:2015, as well as during the accreditation of the university. The results of audits and examinations are covered at meetings of the Board, the Academic Council, the Academic Committee, faculty councils, whose decisions determine policy, activities and corrective measures. The results of activity were analyzed in the form of reports on the activities of the University, audits are posted on the website of the University. Thus, the mission and vision of Al-Farabi KazNU correspond to the Strategic Development Program, contribute to the development of innovative technologies that are available in the world practice of medical education; training of specialists focused on the needs of the country's economic and social development, internationalization of education and



harmonization with leading universities in the relevant training profile.

### ***Analytical part***

Analyzing the compliance of the EP with the standards of international accreditation in accordance with the IAAR standards, one should generally note the compliance with the parameters of the standard «Mission and outcomes».

The mission of the EP corresponds to the mission, vision and charter of KazNU, which reflect the main areas of activity presented in the Development Strategy of the Al-Farabi Kazakh National University for 2022-2026 (<http://www.kaznu.kz/ru/14960/page/>). The mission of the EP is reflected in the Passport of the educational program (internal document), but is not presented on the website in the corresponding tabs describing the EP, respectively, applicants and other stakeholders do not have the opportunity to get acquainted with the mission of the educational programs themselves.

The main educational activities of the university are regulated by the following legal documents:

- Law of the Republic of Kazakhstan "On Education" dated July 27, 2007 No. 319-III, (as amended and supplemented as of January 1, 2021)

- The State Program for the Development of Education and Science of the Republic of Kazakhstan for 2020-2025, approved by Decree of the President of the Republic of Kazakhstan dated December 27, 2019 No. 988

- The state program for the development of healthcare of the Republic of Kazakhstan "Salamatty Kazakhstan" for 2020-2025, approved by Decree of the President of the Republic of Kazakhstan dated December 26, 2019 No. 982

- Order of the Minister of Education and Science of the Republic of Kazakhstan dated 13.10.2018 No. No. 569 "On approval of the Classifier of areas for training personnel with higher and postgraduate education" (as amended and supplemented as of 06/05/2020)

- Order of the Minister of Health and Social Development dated July 31, 2015 No. No. 647 "On approval of state compulsory standards and standard professional training programs in medical pharmaceutical specialties" (as amended and supplemented as of February 21, 2020)

- Order of the Ministry of Education and Science of the Republic of Kazakhstan No. 269 dated June 14, 2019 "On Amendments to the Order of the Ministry of Education and Science of the Republic of Kazakhstan dated October 31, 2018. No. 600 "On Approval of the Model Rules for Admission to Education in Educational Organizations Implementing Educational Programs of Higher and Postgraduate Education"

- Order of the Minister of Health of the Republic of Kazakhstan dated December 21, 2020 No. KP DSM-304/2020 "On approval of the regulations on the clinical base, the clinic for the organization of education in the field of health care, the university hospital, the residency base, the integrated academic medical center and the requirements for them

- Model rules for the activities of organizations of higher and (or) postgraduate education "(Order of the Ministry of Education and Science of the Republic of Kazakhstan No. 595 of 10/30/2018)

- Code of the Republic of Kazakhstan "On the health of the people and the healthcare system" dated July 07, 2020

- Strategic plan of the Ministry of Health of the Republic of Kazakhstan for 2020-2024 (Order of the First Vice Minister of Finance of the Republic of Kazakhstan dated December 27, 2019 No. 1435)

- Development strategies of Al-Farabi Kazakh National University for 2022-2026.

### **Academic policy of al-Farabi KazNU**

The educational activity of the faculty is based on the synthesis of education, science and innovation, which makes it possible to develop and implement new world-class educational technologies, to form professional competencies among university graduates that ensure their competitiveness in the medical services market.

The implementation of EP "7M10101 - Healthcare Management" scientific and pedagogical direction and "7M04132 - Management in Healthcare" profile direction is carried out within the framework of the current educational standards of the Republic of Kazakhstan, international IAAR accreditation standards, confirmed by route links on the university website [www.kaznu.kz](http://www.kaznu.kz), with which the EEC got acquainted during the review of the self-assessment report, and during the work of the expert commission of the EEC.

The material resources available at the university are used responsibly for the purpose of worthy realization of the fulfillment of the goals set by the mission. EEC members note that the university attaches great importance to the formation of proper behavior among students in relation to each other, teachers, colleagues, patients and their relatives. During meetings with focus groups of employers, a high demand for graduates and the quality of their training, a high percentage of employment (more than 90%) were noted, which confirms the compliance of the EP "7M10101 - Healthcare Management" with the scientific and pedagogical direction and "7M04132 - Management in Healthcare" with the profile direction declared end results.

***Strengths / best practice***

There are no strengths in this standard

***To EP managers.*** Harmonize the missions of educational programs: 7M04132 "Health Management", 7M10101 "Health Management" in the EP passport and on the website in the appropriate tabs, in order to bring them to all interested parties. Deadline: August 2023.

***EEC conclusions by criteria:*** strong positions - 0, satisfactory - 11, imply improvement - 1, unsatisfactory - 0.

**6.2. Standard «Educational program»**

***Evidence***

The educational program 7M10101 - "Health Management" was developed in accordance with the State Educational Standards (Order of the Acting Minister of Health and Social Development of the Republic of Kazakhstan dated July 31, 2015 No. 647 "On approval of state mandatory standards and standard professional training programs for medical and pharmaceutical specialties"). The educational program 7M04132 - "Management in Health Care" was developed in accordance with the State Educational Standards of the Republic of Kazakhstan (order of the Minister of Education and Science of the Republic of Kazakhstan dated October 31, 2018 No. 604 "On approval of state compulsory standards of education at all levels of education"; Order of the Minister of Science and Higher Education of the Republic of Kazakhstan dated October 31, 2018 July 20, 2022 No.2 "On approval of state compulsory standards of higher and postgraduate education." According to the State Educational Standard of the Republic of Kazakhstan, the educational program 7M10101 - "Health Management" is implemented using the credit system, within 2 years with the award of an academic degree - Master of Medical Sciences.

According to the State Educational Standard of the Republic of Kazakhstan, the educational program 7M04132 - "Management in Healthcare" is implemented using the credit system, for 1.5 years with the award of an academic degree - Master of Business and Management. The content, volume and sequence of the courses of the educational program strictly comply with the State Educational Standard and changes are allowed within the university component.

According to the Order of the Ministry of Education and Science of the Republic of Kazakhstan No. 152 dated April 30, 2011. "Rules for organizing the educational process on credit technology of education" (as amended and supplemented No. 90 dated 01/28/2016; as amended and supplemented No. 563 dated 10/12/2018, as amended under No. 145 dated 04/04/2023) . The educational program has a modular structure and is built taking into account the horizontal and vertical integration of disciplines, which is reflected in the working curricula, academic calendar, syllabuses of disciplines and practices (self-assessment report, electronic



documents on Google drive ([https://drive.google.com/drive/folders/18RhWMameWMqpezlhHiaIKJRHVI9psdU?usp=share\\_link](https://drive.google.com/drive/folders/18RhWMameWMqpezlhHiaIKJRHVI9psdU?usp=share_link)).

The structure of the modular EP "7M10101 - Healthcare Management" and "7M04132 - Management in Health Care" includes the master's curriculum, academic calendar, syllabuses, methodological materials, which are presented to the members of the EEC during the visit, and in electronic documents provided by the university on Google disk ([https://drive.google.com/drive/folders/18RhWMameWMqpezlhHiaIKJRHVI9psdU?usp=share\\_link](https://drive.google.com/drive/folders/18RhWMameWMqpezlhHiaIKJRHVI9psdU?usp=share_link)).

The educational programs of the EP "7M10101 - Healthcare Management" and "7M04132 - Management in Health Care" are published by posting various information materials on the university website. EPs are developed on a modular basis and have a set of educational and methodological support, which includes:

- specification of the vocational training program;
- modular working curriculum of the professional curriculum;
- catalog of elective modules of the professional curriculum;
- educational and methodological complexes of specialties and disciplines.

The educational program ensures that all parts of the educational program include relevant disciplines, as well as approaches for integrating program components. Al-Farabi KazNU has a system for planning, providing, implementing and monitoring all rotations included in the training program. Each master student has an individual curriculum and an individual work plan, in accordance with which the educational program is implemented. The disciplines of the university component, the ratio of basic and major disciplines, the total number of credits and hours mastered, etc., have been preserved.

The educational program provides for the integration of disciplines horizontally vertically. All academic disciplines of the EP are closely interconnected. The interdisciplinary connection is clearly seen in the syllabuses. The integrated model is expressed in the vertical and horizontal integration of disciplines, the creation of modules, the introduction of innovative teaching methods (PBL, CBL, TBL, etc.), which is confirmed by the submitted electronic documents on Google Drive, meetings with focus groups).

In order to form a holistic worldview and integrate knowledge of basic and specialized disciplines, EP teachers are doing a lot of work to introduce new forms and methods of teaching into the educational process, means of enhancing cognitive activity: multimedia lectures; problematic lectures (PBL); case-based learning (CBL), incl. analysis of specific situations (ACS or case studies); team-based learning (TBL), incl. work in small groups; role-playing, business games; creative tasks (video films, crossword puzzles, quizzes, etc.); the use of problematic and situational tasks in practical classes; - e-learning.

The use of innovative technologies in the educational process of the university is based on a powerful material and technical base, the improvement of which is constantly being carried out in accordance with the requirements of the time.

In the structure of the EP of the master's program, a significant place is given to independent work. The departments approve the independent work of the master student, which is divided into two types - IWMS and IWMST. IWMST is an extracurricular work of a master student in contact with a teacher, which must be indicated in the schedule of training sessions. A significant part of the curriculum includes training master student in special skills: Oral communication; research ethics; Theory and practice of scientific writing; Partnership: Research and Society; Reading and critical analysis of scientific publications; Scientific information management; Methodology of qualitative types of research. The educational program pays sufficient attention to the development and improvement of descriptors of the third level (magistracy) among undergraduates, namely:

- Interpret and generalize the principles and methods of management decisions in primary health care organizations, medical institutions of various profiles engaged in the provision of

medical diagnostic and preventive activities, understand the range of management issues in the healthcare system;

- Analyze and interpret policy and management in the health care system, determine appropriate administrative management tactics, conduct a methodological review, analyze theories in the field of management, determine an experimental plan in designing a study on management in the health care system;

- Carry out independent scientific research in the field of Management in health care, policy and management in the health care system;

- Formulate the problems and tasks of scientific research in the field of Management in health care, choose the appropriate methodology, determine the stages of the study;

- Think critically, creatively and independently, clearly and accurately describe professional information, build effective professional communication with colleagues; critical analysis, evaluation and synthesis of new and complex ideas;

- Have the skills to communicate their knowledge and achievements to colleagues, the scientific community and the general public.

The scientific component of the educational program is formed from the research work of a master student, scientific publications and writing a master's project / dissertation. The effectiveness of research work during training in the magistracy is ensured by careful planning, control over the progress of the work by the supervisor, the department, and the Attestation Commission.

Ethical examination of research at the university is carried out by the Local Ethical Committee <https://www.kaznu.kz/ru/19774/page/>

All scientific research at the university is carried out in accordance with international ethical standards and approved by the relevant and competent ethics committees. Subsequently, a code of ethics for a scientist was formed at the university (09/15/2020).

The EP also includes elements of fundamental or applied research of an analytical and experimental nature, thereby facilitating the participation of master students in scientific projects. For example, mathematical modeling in economic studies of the development of human resources in health care (by assessing the forecasting of the need for human resources); application of methods and models for analyzing the external and internal environment of the company (there are research topics) (link to orders and topics of master's theses - <https://drive.google.com/drive/u/1/folders/1Qp7J6jP1WrX3JocyTorSe5j63PXkrHue>)

The academic policy of Al-Farabi KazNU guarantees the observance of the principles of equality in the implementation of the educational program. The university respects the constitutional rights of all citizens. The educational and educational process is carried out on the basis of mutual respect for human dignity.

The educational program within the disciplines of choice is annually reviewed and updated taking into account the needs of the labor market and the requirements of employers. To identify the request of employers, a round table is held annually within the framework of the conference "Days of the University", as well as within the framework of a job fair, during which a survey of representatives of practical healthcare is conducted.

The work programs of the disciplines provide for the possibility of changing the thematic plan of the discipline up to 40% and the content of the discipline up to 20%. Elective courses have a pronounced professional orientation and are focused on the needs of the labor market. Students have the opportunity to form an individual educational trajectory of learning, taking into account the specialization that will be in demand in practical healthcare after graduation. The catalog of elective disciplines, consisting of disciplines separately for each course of the specialty, is posted on the university website and is available to students. The general management of educational activities at the university is carried out by a collegial governing body - *the Academic Committee*.

The general management of the faculty is carried out by an elected representative body - *the Faculty Council*. The Council includes the dean of the faculty, deputy deans, heads of

departments, students and representatives of practical healthcare.

Heads of medical organizations, chief specialists of the health department participate in the work of the Academic Council, commissions for the final certification of graduates. The teaching staff of the university participate in the work of commissions for awarding qualification categories to doctors, accreditation of medical institutions in the region, work of round tables, practical conferences, analysis of complaints, etc. Feedback is also provided to the teaching staff and students of the university. They have the opportunity to participate in the evaluation and subsequent improvement of the educational program on a regular basis through various feedback channels. At the university, the QMS department and the employment department are constantly working to determine the satisfaction of internal and external consumers of the university.

Feedback results are analyzed and discussed at meetings of departments, dean's office, AS and AC. For feedback, the rector's blog is used, where students and university staff receive answers to their questions about the conditions for the implementation of the educational program.

Thus, at present, according to the EP "7M10101 - Healthcare Management" and "7M04132 - Management in Healthcare", functions are distributed between the structures responsible for managing educational programs, taking into account the representation of students, teaching staff, employers, and other interested parties.

The content of the educational process is regularly checked by the department for the quality of education and training, the dean's office. The educational program is evaluated by both interested external and internal parties, which makes it possible to correct the EP and make certain changes.

#### ***Analytical part***

During the visit, the experts conducted a detailed analysis of the accredited EP for compliance with the requirements of the modern education market, the principles and methods of organizing educational, research and educational processes focused on meeting the interests of students and all participants in the educational process of the EP. The content and form of the EP, decisions made by the management of the EP, are consistent with the strategic documents of the university and the legal documents of the Republic of Kazakhstan. The university has at its disposal budgetary funding and is able to raise funds from the commercial activities of the university for the implementation, improvement and training of teaching staff within the framework of the EP.

The management of the EP not only declares the involvement of stakeholders in the development of educational programs and evaluation of its effectiveness, but also involves them in the work, which was confirmed at meetings with focus groups. A lot of work is being done with employers in order to optimize, quality employment and motivate future graduates. Thanks to close cooperation with employers, the indicator of the strategic development of the university is the percentage of graduates employed by more than 90%.

At meetings with focus groups, undergraduates and graduates were able to answer how, in what disciplines and what innovative forms of conducting classes are offered to them by teachers. Also, during the interview, the undergraduates were able to explain to the members of the EEC how the catalog of elective disciplines is formed, how they are chosen and the formation of an individual educational trajectory.

At the same time, the commission notes that the report and answers during the visit do not reflect how interested parties are informed when the content of the EP changes, and where the changes made to the EP are published, which the university needs to take into account in the future.

Master students during the interview were able to give examples of the introduction of changes in the content of the EP, taking into account the latest achievements in science and technology in the field of health management and scientific research, noted the conduct of classes by practitioners who are experts in the field of health technology assessment, quality management systems of medical organizations.



The University transfers its employers from the position of third-party observers and passive consumers of educational services to the position of interested participants in the development of an educational program that in every possible way contributes to the mastery of undergraduates with a set of professional competencies that meet the requirements of the modern labor market.

***Strengths / best practice***

There are no strengths in this standard

***EEC recommendations – no***

***EEC conclusions by criteria:*** strong positions - 0, satisfactory - 18, imply improvement - 0, unsatisfactory - 0.

### 6.3. Standard «Student assessment»

***Evidence***

A system of versatile measures aimed at improving the quality of knowledge of undergraduates and the teaching of academic disciplines has been introduced at NJSC al-Farabi KazNU.

The assessment policy and the procedure for assessing learning outcomes are carried out in accordance with the objectives of the EP, the final learning outcomes within the framework of the current directive, regulatory and internal documents.

Student performance is assessed in two main ways: formative assessment (assessment for learning) and summative assessment (assessment of learning).

The assessment of knowledge is carried out according to the point-rating letter system and is regulated by [KazNU Academic Policy](#).

Current control includes assessments in practical classes, assessment for practical skills, assessment based on the results of TBL, CBL, etc. Boundary control in disciplines is carried out in the form of written tests, defense of projects, IWS, IWST, colloquium, assessment of practical skills, etc. When analyzing educational achievements, which is carried out on a regular basis (current performance, results of milestone controls, exams in individual disciplines and in general for courses), the following are taken into account: assessment results (theoretical knowledge and practical skills), assessment of the attitude and behavior of students, omissions for good and bad reasons; comparison of the results of assessment by the teacher leading the lesson and an alternative examiner. The analysis takes into account such indicators as the quality of the CIS in terms of representativeness, level of complexity, discrimination, content, quality of translation and presentation of the CIS, which are checked by the head of the department, then approved by a member of the quality committee. The passage of boundary and intermediate controls is carried out in an automated form, with the help of automated educational information platforms. The technical evaluation of the results depends on the form of midterm and intermediate controls. When conducting control in the form of testing, assessment occurs automatically, where the student, immediately after completion, sees the final grade. If conducted in writing, the students' answers are coded, and the examiners randomly evaluate the coded work. Neither the undergraduate nor the examiner have contacts in assessing knowledge. In order to avoid conflicts of interest, the educational process at the departments is monitored on a regular basis. Thus, the university provides an independent and objective assessment of knowledge, excluding communication with examiners.

The objectivity of assessing the knowledge of master students and various types of activities is ensured by [Student support center «Advise»](#) and by regulations (<https://www.kaznu.kz/content/files/pages/folder19223/%D0%BF%D1%83%D1%82%D0%B5%D0%B2%D0%BE%D0%B4%D0%B8%D1%82%D0%B5%D0%BB%D1%8C%20%D0%BC%D0%B0%D0%B3%20%D0%B8%20PhD.pdf>). [Student support center «Advise»](#) is a structural unit of the Student Bureau for the Bologna Process. The Center advises students on academic

issues, academic mobility throughout the academic period. One of the principles of the center's work is the confidentiality of the information received, cooperation based on trust, objectivity in resolving issues. Each undergraduate can apply with various questions, both anonymously and personally for consultation. The center employs senior students themselves, who are fully aware of the academic policy of the university and other legal acts regulating this area. This practice improves the feedback of the administration with undergraduates. The credit technology of education introduced into the educational process of the university provides for a differentiated point-rating letter system for assessing the educational achievements of students, which guarantees the final result - the quality of education. Points that characterize the success of mastering a particular academic discipline by a master student are collected by him during the entire period of studying this discipline for various types of successfully completed work, provides for continuous monitoring of knowledge at all stages of training and includes testing and assessing knowledge, skills and abilities throughout the entire academic year. of the year. The educational achievements of students are recorded in an electronic journal and evaluated in points on a 100-point scale in accordance with the Academic Policy of the University.

After each examination session (intermediate certification), students are surveyed to study their opinions about the quality of teaching in the disciplines, the procedure for conducting the exam, etc. After the intermediate certification of master student, the final certification of graduates, an analysis of academic performance, analysis of the quality of control and measuring instruments. Corrective and preventive measures are carried out at the departments and the dean's office in the form of individual conversations with master student, additional classes and consultations are assigned.

The results of the analysis are reflected in the reports of the SAC chairmen and are the basis for making additions, changes to the structural and content parts of the CM. For the qualitative performance of work on the analysis of the effectiveness, reliability and validity of the CM, the university conducts training on an ongoing basis for the teaching staff on the assessment methodology, conducting the examination of the CM. There is a "Rector's Blog" on the university's website, where students can ask any question, including anonymously. Regular surveys of students allow the administration and the Academic Council of KazNU to receive objective information about the opinion of students on the main issues of organizing educational and extracurricular processes.

### ***Analytical part***

A specially created structure operates at the University [Academic committee on quality](#), which includes all stakeholders - experienced teachers, students, employers, [meetings for discussion were held at least 2 times during academic year](#). The Academic Committee for Quality analyzes the success of the educational process for the EP, and develops proposals for corrective measures (improving curricula and educational programs, improving the training of teachers and other personnel, as well as information, material and other support).

At meetings of the Academic Committee for Quality, the criteria for assessing the final attestation of undergraduates and the reports of the Chairmen of the SAC are discussed.

KazNU has developed a system of knowledge assessment that is understandable for master students at all stages of education.

Exam attendance is strictly required for students. If the student did not appear for the exam, he receives "0" points for it; in this case, his final score is the sum of the points scored for the semester and the grade is set according to the grading scale adopted in KazNU. In case of illness, a medical certificate certified by the student's polyclinic must be submitted within 2 working days from the date of passing the exam along with the student's application addressed to the dean of the faculty. In this case, the student can be given an "I" grade, which can then be changed to a standard grade. Students can use the Grade Appeal System.

If the student is not satisfied with the grades, he can file an appeal no later than the next day after the exam from the moment the results of the exams appear. An application for appeal is

submitted to the dean of the faculty. The Appeal Commission must consider the application within 24 hours and make an appropriate decision on revising the assessment or maintaining the original assessment.

The university has defined and approved the principles, a wide range of methods used to assess students, which are open (accessible) and there is no conflict of interest in the results of the assessment. The openness of the results of the assessment of master students is ensured by the availability of all various reports and analyzes in the Univer system and the wide representation of all stakeholders in the structures responsible for monitoring the EP. To assess the knowledge, skills and abilities of master students, the principle of continuity, consistency and consistency is used, using control (current; milestone; final, final certification) using a point-rating system in accordance with the State Educational Standards of the Republic of Kazakhstan (Regulation "On the rating system for assessing the educational achievements of students» University).

Master student have information regarding the criteria for assessing the exam, forms of control, the number of exams, the balance between oral and written exams, which was confirmed by them during the interview.

However, for the completeness of informing undergraduates about the assessment system for each discipline, it is necessary to write checklists in the syllabuses of disciplines, criteria for assessing knowledge for each type of work provided for performance in the discipline (essay, scientific article, mini-project, presentation, etc.), which will provide greater transparency and objectivity of evaluation.

Exam materials are developed at the departments by experienced teachers, discussed and approved at the departmental meetings. The general control over the quality of control and measuring tools compiled by the teaching staff of departments and courses is carried out by the heads of departments, Academic Councils of faculties.

Every year, at various levels (meetings of departments, faculty councils), an analysis is made of the results achieved in teaching students on various types of control. The results obtained are covered in the relevant protocols and annual reports of the departments. The proposals received as a result of the discussion of the data obtained from the survey of students are used in the process of reviewing assessment materials, the content of lecture material, and practical classes, which was confirmed by undergraduates and teaching staff during interviews with members of the EEC.

#### ***Strengths / best practice***

There are no strengths in this standard

EEC recommendations

***To EP managers.*** To develop methods for assessing undergraduates for all types of work performed (essay, project, presentation, oral and written response, etc.), approve by the relevant collegiate body, while ensuring external expertise (point 3.1.4 of the criteria). ***Deadline: September 2023y.***

***EEC conclusions by criteria:*** strong positions - 0, satisfactory - 9, imply improvement - 1, unsatisfactory - 0.

#### **6.4. Standard «Students»**

##### ***Evidence***

The policy of selection and admission of students to the university complies with the current legislation and is implemented on the basis of a number of documents of the state and local levels. Every year KazNU named after. Al-Farabi forms an application for obtaining a state educational order in the Ministry of Education and Science of the Republic of Kazakhstan for the training of specialists with postgraduate professional education in the master's program. The application for training in the magistracy is prepared on the basis of the needs of the university,



universities, scientific centers (research institutes) in masters in the specialty "Health Management". The policy and criteria for admission to the magistracy are drawn up in accordance with [mission](#) of KazNU taking into account the fact that graduates of the master's program will be able to make an intellectual contribution to the management technologies of the healthcare system of the Republic of Kazakhstan.

The procedure for admission of citizens to the magistracy in EP 7M10101-Health Management and 7M04132 "Health Management" is established in accordance with the Order of the Minister of Education and Science of the Republic of Kazakhstan dated October 31, 2018 No. 600 «[On approval of the Model Rules for Admission to Education in Educational Organizations Implementing Educational Programs of Higher and Postgraduate Education](#)» and Order of the Minister of Science and Higher Education of the Republic of Kazakhstan dated December 15, 2022 No. 189 «[On amendments to the order of the Minister of Education and Science of the Republic of Kazakhstan dated October 31, 2018 No. 600 "On approval of the Model rules for admission to study in educational organizations implementing educational programs of higher and postgraduate education"](#)» and point [2.7 KazNU Academic policy](#).

Admission of undergraduates to al-Farabi KazNU is carried out through [state education order for preparing science and pedagogical staff](#) and profile direction as well, also [tuition fees at the expense of students' own funds and other sources](#).

For those entering the magistracy, the admission committee carries out:

- advising applicants on the selected group of educational programs of postgraduate education, familiarization with the procedure for the entrance exam;
- organization of acceptance and verification of documents received;

Admission of foreign citizens to the magistracy is carried out on a paid basis. Obtaining by foreign citizens on a competitive basis in accordance with the state educational order of free postgraduate education is determined by international treaties of the Republic of Kazakhstan, with the exception of the scholarship program for Master's programs.

Admission of foreign citizens to study on a paid basis is carried out based on the results of an interview conducted by the admission committees of the University during the calendar year. Enrollment of foreign citizens is carried out in accordance with the academic calendar 5 (five) days before the start of the next academic period.

Education documents issued by foreign educational organizations are recognized or nostrified in accordance with the procedure established by law in accordance with the Rules for the recognition and nostrification of education documents approved by order of the Minister of Education and Science of the Republic of Kazakhstan dated January 10, 2008 No. 8 (registered in the Register of State Registration of Regulatory Legal acts under No. 5135).

Admission to the magistracy is carried out through entrance examinations in the form of complex testing.

At the "entrance" the applicant for the master's program must have all the prerequisites necessary for the development of the corresponding EP of the master's program. In the absence of the necessary [prerequisites](#) for an applicant for a master's degree is allowed to master them on a paid basis before the start of the academic year in accordance with the academic calendar. Previous level of education - bachelor's degree.

Applicants entering the scientific and pedagogical magistracy pass a comprehensive test, including a test in a foreign language (optionally English, German, French), a test on the profile of groups of educational programs, a test to determine readiness for training in the Kazakh or Russian language.

Applicants entering a specialized master's program with English as the language of instruction pass a CT, which includes a test for the profile of groups of educational programs (fundamentals of management, economic theory), a test in English and a test to determine readiness for training in Kazakh or Russian or English.

The work of the appeal commissions is carried out in accordance with Model Admission Rules for training in educational organizations that implement EPs of higher and postgraduate

education, approved by Order of the Minister of Education and Science of the Republic of Kazakhstan dated October 31, 2018 No. 600.

To consider applications of persons who do not agree with the results of comprehensive testing, the Republican Commission for Consideration of Appeals under the Ministry of Education and Science of the Republic of Kazakhstan is being created. The chairman and composition of the Republican Appeal Commission are approved by order of the Ministry of Education and Science of the Republic of Kazakhstan. The Republican Appeal Commission considers applications from persons entering the magistracy on the content of test tasks and technical reasons.

[Admission and training of citizens of other countries](#) is carried out under interstate agreements concluded by the Government of the Kyrgyz Republic, as well as under agreements with educational institutions or with individual citizens. Methodology for the admission of foreign students [in accordance with the legislation of the Republic of Kazakhstan is established by the university](#), takes into account previous academic achievements, knowledge of the English language, as well as international regulations and recommendations of the countries where master students come from. Study for [foreigners](#) at the master program is carried out for [payment](#).

KazNU on an ongoing basis conducts vocational guidance work among students and graduates of universities, employees of scientific centers (research institutes) for admission to the EP "Health Management" and "Management in Health Care" in the profile and scientific and pedagogical direction. Students who have graduated from another university, as well as employees of the Scientific Center can enter the magistracy. The «[Open Door Day](#)» is held annually, where the applicant is explained all the information on the rules for admission to the magistracy and the educational program, as well as the quality of education, the employment program, the research environment of the university, etc. Also, all the necessary information is available on the university website. Detailed information can be obtained on the official website of the University in the section «[To applicants - Master program](#)» by phone numbers of [call-center](#), email [international@kaznu.kz](#).

In KazNU [admission commission](#) is responsible for admission and selection to the magistracy, whose activities are carried out in accordance with the Order of the Minister of Education and Science of the Republic of Kazakhstan dated October 31, 2018 No. 600 «[On approval of the Model Rules for Admission to Education in Educational Organizations Implementing Educational Programs of Higher and Postgraduate Education](#)» and the Order of the Minister of Science and Higher Education of the Republic of Kazakhstan dated December 15, 2022 No. 189 «[On amendments to the order of the Minister of Education and Science of the Republic of Kazakhstan dated October 31, 2018 No. 600 "On approval of the Model rules for admission to study in educational organizations implementing educational programs of higher and postgraduate education](#)» and point [2.7 KazNu Academic policy](#).

The main goal of the admissions committee is to conduct continuous organizational, coordination and administrative work aimed at achieving the goals and objectives set for the university admissions committee.

The Center for Career and Professional Growth operates at KazNU. Every year, together with the Employment Center, the employment of graduates is monitored, as well as information about possible vacancies. Each graduate studying under the state order informs about employment after graduation. Thus, the university tracks their future career.

The University considers successful [employment of graduates](#) as the main indicator of the effectiveness of educational activities. The University encourages long-term multilateral cooperation with employers in order to update the content of educational programs in accordance with the demands of the labor market; attracts practicing teachers from among employers to conduct training sessions, including on the basis of third-party organizations, as well as to participate in the final certification of graduates, in order to ensure the competitiveness and demand for KazNU graduates.

The Center for Career and Professional Development collects information from faculties and regularly submits information to JSC "Financial Center". In order to control the fulfillment of obligations by graduates of the master's program for 3 years, the information received is registered and controlled by JSC "Financial Center".

For the training of citizens with disabilities, there is special equipment and devices that provide access to classrooms and free movement around the territory of the educational institution and dormitories.

When transferring or restoring from a foreign educational organization, a document on mastered curricula (transcript) is submitted; a document on completion of the previous level of education, which is undergoing the procedure of nostrification in the Republic of Kazakhstan in the manner prescribed by the "Rules for the recognition and nostrification of documents on education" and the results of entrance examinations or UNT / CTA.

University students have access to additional support programs (flexible tuition repayment schedule for undergraduates studying on a contract basis; nominal scholarships, benefits, gratitude; one-time encouragement, the right to participate in the competition for vacant places of vacated educational grants; additional payments; competitions for the best hostel, best floor, best room.

The University has a multi-level system of academic counseling and individual support for students, which includes the institution of curatorship, special student support services and student self-government bodies.

At the first meeting of the department, according to the [KazNU Academic Policy](#) on the basis of the order from the dean's office, study groups are distributed and a responsible person in charge of the magistracy is appointed, approved by the Order of the dean of the faculty.

For recently enrolled master students the Orientation Week is traditionally held, within which a whole range of events is implemented within 1 week before the start of the academic year: meetings of first-year students with the leadership of the faculty, heads of departments, familiarization with the academic policy of al-Farabi KazNU, Students' Code of Honor, Regulations on the student, internal regulations, Curriculum and educational program, etc. Tours are conducted around the faculty, on the university campus: Keremet, youth Internet center, libraries, museums; leadership lectures at faculties; the election of the asset groups.

As part of the registration procedure for undergraduates for disciplines and the formation of an individual curriculum, the heads of the graduating departments, together with the program coordinators and the person responsible for the magistracy, organize preliminary methodological and advisory work on the choice of disciplines by students (<https://www.kaznu.kz/ru/20568/page/>).

Information about the disciplines is brought to the attention of students, including their brief description, learning outcomes, prerequisites and postrequisites, introductory meetings with teachers of disciplines and their presentations are held.

The university provides resource support for academic counseling for students.

Academic counseling and support on professional career issues are provided by separate services of the [Keremet Student Service Center](#), such as the Sector for International Academic Mobility and [Career and Professional Development Center](#), as well as various services and departments of student government.

[Keremet Student Service Center](#) is a modern student service center for the provision of over 500 socially significant, educational, medical, social, cultural and leisure services on a one-stop basis.

Due to the fact that knowledge of a foreign language is necessary for an internship abroad, language courses are held at the KazNU "Center for Applied Linguistics and Intercultural Communication" (<https://www.kaznu.kz/ru/10342>). There are also language laboratories and there is the necessary literature (self-study books and adaptive literature in English) for those who want to learn the language. KazNU also cooperates with the InterPress company, according to which foreign language courses are organized on the KazNU campus.

In KazNU, student self-government organizations are actively operating, for which premises are allocated in [Keremet Student Service Center](#). The active of the Committee of Youth Organizations is the main initiator and organizer of numerous socially significant events at the faculties and dormitories of the university.

Youth Center ensures the operation of the system of student self-government and performs the functions of organizing sports and cultural leisure, socio-psychological and technical support for students. The Student Office organizes and conducts Student Spartakiads for the cup of the Committee of Youth Organizations.

The Social and Psychological Service operates within the Student Office. Currently, psychological trainings are being held for students aimed at personal growth and development of leadership qualities. A new discussion club "Ozat oy" has been opened. At the meetings of this club, children from different faculties discuss the most pressing issues of our time. On the basis of the Faculty of Law, the Student Legal Center was opened, which is designed to fill the existing gap in the legal knowledge of students.

[Committee of Youth Organizations of al-Farabi KazNU](#) is an association of all student organizations, as well as interest clubs, which is part of the structural unit of the University - the department for working with youth organizations. The main objectives of the activity are: - protection and representation of the rights and interests. The necessary funds are allocated for holding intra-university, regional and republican events, as well as for participation in events of the city, regional republican and international scale.

### ***Analytical part***

The university has a policy of admission and recruitment of students for the educational program of the master's degree. Education is possible at the expense of the state budget, and within the framework of contracts for the provision of paid educational services. The transparency of the admission procedure for training is achieved by informing applicants and their representatives of the SEC, on the official website of KazNU in the information and telecommunication network "Internet". At the university, the implementation of the educational program is carried out on the basis of the principle of equality, which means equal treatment of students regardless of gender, nationality, religion, socio-economic status, physical abilities, ensures mutual respect for the human dignity of the student. The procedure for transfer and restoration is reflected in the Academic Policy of the University.

KazNU has created and operates a legal framework to support and protect the rights of students. Student organizations are active, which take part in the discussion and evaluation of the EP, as well as the cultural and social life of the university. The university pursues a policy of balanced admission of undergraduates, taking into account ethnic origin and other social requirements. The number of undergraduates admitted to the university is planned taking into account the total area of educational and laboratory premises, the availability of teaching staff, the provision of educational, methodological and scientific literature, the capacity of the university's clinical facilities, the availability of social and living conditions for studying and living undergraduates.

Student support services are widely represented at the university, they submit reports on the work done twice a year, and an internal audit is conducted at the university once a year. The activities of student support services are assessed by questioning, surveying students and undergraduates. On the part of the structural and functional divisions, the socially vulnerable contingent of students is provided with appropriate moral and psychological support.

Issues related to the social and financial needs of students, career planning, are discussed at meetings of the faculty council, meetings with the dean of the faculty and the rector, with any question you can contact the rector, vice-rectors on the website. Thus, students have the opportunity to express their opinions and wishes regarding their participation in the decision-making process, ensuring academic quality and other professional, financial and social issues. An analysis of the report data shows that in the last 3 years there has been an increase in the



percentage of employment of graduates from 98 to 100% against the background of a simultaneous increase in the number of positive reviews and an increase in employers' satisfaction with KazNU graduates.

The vast majority of employers, as noted at the meeting during the interview process, give preference to university graduates because of their sufficient level of theoretical and practical training, responsible attitude to their professional duties, showing serious interest in mastering the profession and compliance with professional ethics.

Information about the demand for graduates, the quality of the study program was confirmed in interviews with employers and graduates, who spoke about the good level of training, learning conditions, support, material base, extracurricular activities, participation in the university management bodies.

#### **Strengths / best practice**

There are no strengths in this standard.

#### **EEC recommendations**

No for this standard.

**The conclusions of the EEC according to the criteria:** strong positions - 0, satisfactory - 17, suggest improvements - 0, unsatisfactory - 0.

### **6.5. Standard «Academic Staff / Faculty»**

#### **Evidence**

The policy of recruitment and selection of academic staff at the university is carried out in accordance with the "Qualification requirements for educational activities, and the list of documents confirming compliance with them" (Order of the Ministry of Education and Science of the Republic of Kazakhstan dated 05.06.2020 No. 231); "Model Rules for the Activities of Educational Organizations of the Relevant Types" (Order of the Minister of Education and Science of the Republic of Kazakhstan dated October 30, 2018 No. 595. Registered with the Ministry of Justice of the Republic of Kazakhstan on October 31, 2018 No. 17657); [«Regulations on the teacher of the al-Farabi Kazakh National University»](#); [«Rules for the competitive replacement of positions of teaching staff of NJSC "Al-Farabi KazNU"»](#); [«Code of corporate culture of the teacher and employee of al-Farabi KazNU»](#); [Academic Policy and University Development Strategy](#); [Regulations on the department and job descriptions of the teaching staff of al-Farabi KazNU](#).

When selecting applicants for the positions of the teaching staff, the level of qualification, professional experience, the results of research activities, the ability to provide training of highly qualified specialists in accordance with the needs of the modern labor market are taken into account. Priority is given to persons with higher qualifications without limitation depending on gender, race, language, nationality and religion, as well as employers who may be involved in teaching activities from practical health care.

All teachers of the University constantly improve their skills. According to the Internal Labor Regulations, teaching staff have the right to improve their qualifications at least once every five years at the expense of the university, for moral and material incentives for success in teaching in the form of state awards, honorary titles, and prizes.

The university has developed and implemented a policy for the recruitment and admission of teachers, employees, their categories, responsibility and balance of the academic staff / teachers of basic biomedical sciences, economics, behavioral, legal and social sciences for the adequate implementation of the educational program, including the proper balance between teachers of medical and non-medical profile, full-time and part-time faculty, and a balance between academic and non-academic staff.

In accordance with [Strategic development plan of al-Farabi KazNU](#) to maintain a balance between teaching, scientific and organizational functions, which include setting the time for each type of activity, taking into account the needs and professional qualifications of teachers, planning the workload of the teaching staff, all types of activities are taken into account - educational, methodological, scientific and organizational. [All of them have time standards for calculating the total workload of a teacher during the academic year](#) and are reviewed every year based on the overall financial situation, the enrollment of students for education by category and specialty, recommendations and proposals from faculties and are approved by the rector.

The university has a system of monitoring and encouragement in the form of indicative planning (IP) of teaching staff activities. The indicative plan includes about 48 indicators in four areas: educational and methodological work, research work, social and educational work and indicators for reputation assessment (<https://univer.kaznu.kz>). The indicative plan has three levels: teaching staff, department and faculty. The analysis of IP indicators to achieve the planned values is carried out for half a year and for the full academic year, the results are summed up at the end of each academic year and converted into the rating of teaching staff, departments and faculties. Based on the ranking, the teaching staff, departments and faculties are given rating bonuses according to their rating points.

The most effective methods of motivating young teachers are special programs for training young teachers in new pedagogical technologies (on the basis of leading universities and medical organizations in the country and abroad), joint research and organization of publications of young teachers with leading professors of the university, as well as material resources allocated to young scientists (including extrabudgetary) for participation in conferences, advanced training programs, etc.

Effective methods of motivating teachers are also a system of cash prizes, material assistance to teachers for publications in the most rated scientific journals and participation in conferences, congresses, congresses, symposiums, training at the expense of the university on training programs for new pedagogical technologies based on leading universities and medical organizations of the country and abroad. Part of the teaching staff participates in the internship program with foreign universities, which is also implemented at the expense of the University's own funds.

For employees, measures are provided for material support of the trade union committee and administration.

### ***Analytical Part***

The University has developed and implemented a policy for the recruitment and admission of teaching staff, which determines the required experience, criteria for scientific, educational, pedagogical and clinical achievements, including the balance between teaching, scientific activities, qualifications of a specialist, their responsibility, the duty of employees, which is confirmed by documents of the state and local levels.

The main objectives of the personnel policy are the selection of highly qualified specialists; ensuring professional growth through a system of continuous professional development and professional competence; maintaining the optimal age composition of the departments; providing conditions for the development of EMCD, scientific products; the responsibility and balance of faculty to adequately deliver the educational program, including a proper balance between medical and non-medical teachers, and between full-time and part-time teachers.

The composition of the teaching staff of the department teaching on accredited EPs is represented by 3 doctors of sciences, candidates of sciences and doctors of PhD - 8. The degree is 100%. The total Hirsch index of the teaching staff is 135. Over the past year, 5 scientific / research programs and projects have been implemented by the departments of the Higher School of Public Health, 59 articles have been published, indexed in the Web of Science, Scopus database.



HSPH has the material and technical base for conducting the educational process in the magistracy. In particular, the classroom fund is represented by classrooms, lecture rooms, offices for the head. departments, classrooms for teachers.

The personnel policy is aimed at supporting and developing its own scientific and pedagogical staff - 2 PhD students are working at the department; specialists with foreign diplomas (4 people) are involved, who teach in other programs. Foreign teachers - 2 visiting professors. According to EP 7M10101 - "Health Management" and 7M04132 - "Management in Health Care", there are 11 employees in the state, of which 100% are degree-educated. Experience in practical healthcare is encouraged - there are 4 practicing doctors and 2 employers on the staff.

Teaching students in English is encouraged, in fact, the teaching load for English-speaking teaching staff is reduced by 1.5 times.

The rating of performance indicators of the indicative plan forms both the individual rating of the teaching staff and the rating of the department and faculty as a whole.

Rating allowances teachers receive throughout the next semester after summing up the results of the previous one. The largest share of these allowances is accounted for by indicators of research work. Such a reward system has led to a significant increase in publications, involvement in the research process of students. Bonuses for employees for publications in journals indexed in Scopus and Web of Science provide for three levels: bonuses according to the rating according to the indicators of the Indicative Plan during each semester (payments throughout the semester), one-time payments at the end of the academic year and a reduction in the teaching load by 45 hours for one article that meets the requirements.

The selection of teaching staff to ensure the educational process of the Higher School of Public Health requires practical experience, economic knowledge and possession of active learning methods. Achieving these requirements requires a continuous process of training the teaching staff to form the necessary competencies required for the successful implementation of the educational program. So, faculty member Maulenova B.N. analyzes in the classroom real cases related to a medical incident, prof. Tanbaeva G.Z. using the example of accreditation of a clinic of President cases management according to the JCI standard demonstrates the SOPs and the procedure for implementing world standards for the effective management of cynics.

As part of advanced training, each teacher annually forms a training plan for pedagogy and specialty in accordance with the plans of the Higher School of Public Health. Training in pedagogical technologies within the framework of the Higher School of Public Health is carried out almost permanently.

The training is conducted by experienced teachers with advanced training certificates (NBME, NCIE), and practical healthcare workers and teachers from the Higher School of Economics are also involved in teaching individual courses. In the departments there is a system of mentoring of young or new teachers by more experienced teachers. To do this, all teaching staff are formed into working groups - responsible for each discipline, in which there is a course leader, members of the working group and a supervisor-mentor.

Based on the results of the analysis of the survey of the teaching staff, the overall satisfaction of the staff with the work at the University is high, which was confirmed during the interview of the EEC with the teaching staff.

For the full-fledged and high-quality work of the teaching staff, the norm of time for pedagogical work, the load on the teacher / associate professor / professor is 460 hours per academic year. The teaching work of the teaching staff is carried out according to the teaching load, and is organized in such a way that teachers have the opportunity to engage in all types of activities - methodological, scientific, educational, social, etc.

The scientific work of teachers is carried out according to the plans of scientific work of departments and courses, individual plans of teachers, annual plans of the department. In an interview, the teaching staff told the members of the EEC about incentive measures for conducting scientific activities, publishing educational and methodological literature, academic

mobility, and advanced training. Currently, the department that implements EP 7M10101 - "Health Management" is fully staffed with highly qualified personnel with basic education (doctors of medical sciences, candidates of medical sciences, PhD, associate professors and professors). During the reporting period, highly qualified specialists from practical healthcare with the highest and first qualification categories, academic degrees were involved in teaching in major disciplines.

In teaching on EP 7M04132 - "Management in Health Care", in addition to PhD, several teachers of the department with a degree in medicine and health care, who additionally have an MBA master's degree in "Management in Health Care" or a second higher economic education.

EEC experts also note that based on the results of interviews with teaching staff and students, analysis of the content of syllabuses, it was revealed that active learning and teaching methods are used in the educational process, such as debates, project-oriented learning, etc.

The information provided by the university on this standard allows us to conclude that according to EP 7M10101 - "Health Management", the qualitative and quantitative composition of the teaching staff of the university meets the requirements of the standard and ensures the full organization and conduct of the educational process, training of specialists.

At the same time the EEC notes the need to increase the staff of the teaching staff in accordance with the Qualification requirements that implement the EP 7M04132 - "Management in Health Care", at the expense of teachers who have a degree in economics, business and management, which allows them to provide scientific guidance to undergraduates in the direction of training 7M041- "Business and Management".

#### ***Strengths / best practice***

Based on the implementation of the indicative plan, a motivation system was introduced for teaching staff teaching classes in English (using a coefficient of 1.5; reducing the teaching load by 45 hours per 1 article in Scopus and Web of Science).

#### ***EEC recommendations.***

***To the Dean and EP managers 7M04132 «Management in Health Care»:*** Responsible for the implementation of EP 7M04132 "Management in Health Care" to supplement the staff of teaching staff with academic degrees in the field of study "Business and Management", in order to optimize the ratio between pedagogical, scientific and professional qualifications and meet qualification requirements. Deadline: September 2023y.

***EEC conclusions by criteria:*** strong positions - 1, satisfactory - 7 suggest improvements - 1, unsatisfactory - 0.

### **6.6. Standard «Educational resources»**

#### ***Evidence***

The implementation of EP 7M10101 - "Health Management" and 7M04132 - "Management in Health Care" at KazNU is carried out on the basis of a sufficient material and technical base that complies with the current rules and regulations, ensuring all types of disciplinary and interdisciplinary training, practical and research activities of students provided by the curriculum.

KazNU owns 14 educational buildings on the territory of 100 hectares. The infrastructure of the university includes, in addition to the buildings of the faculties: the Palace of Students. U.A. Zholdasbekov, Al-Farabi Library, Youth Internet Center, Ai-tumar public catering complex, Keremet Student Service Center, Sports and fitness complex, 14 student houses, [House of Young Scientists](#), swimming pool named after Balandin, Technopark, University Situational Management Center. In the academic building, which houses the Faculty of Medicine, there is also a simulation center.

*The Situation Center of the University* is a monitoring and security system - with the help of a throughput system and a large number of video monitors (in all educational buildings, on the territory, in dormitories) allows you to monitor academic discipline and prevent any emergency situations. All this serves the purpose of providing a safe environment for all students and staff.

*Al-Farabi Library* is a structural subdivision of the Kazakh National University named after al-Farabi, providing information and library services for educational, research processes for students and teaching staff; it is the largest university library in the country, the fund of which contains about 3 million copies of books. Fund of the electronic library of its own generation with a full-text database (DB). Library users have unlimited access to electronic books of the world's largest publishers (EBooks) in the EBSCO, Springer, Elsevier databases, as well as to the Polpred full-text database, the IPRbooks electronic library system, domestic databases "Zan - Zakon", "Epigraph" (<http://elibrary.kaznu.kz/ru>). The Library has a classic reading room with an area of 1850 m<sup>2</sup> for 800 seats. Hall of the electronic library for 270 seats with a conditional division into zones (multimedia, Internet zone, graphics program zone, electronic resources zone, personal laptop zone). Hall of periodicals, where you can get access to the fund of periodicals, numbering 299 titles of domestic and foreign, incl. russian journals for three years and 56 newspapers for the current year (<http://elibrary.kaznu.kz/ru/node/81>). Master students not only have round-the-clock access to the entire library fund, but also regularly receive information support through the library website and the announcement of all educational events organized and conducted by the library through the website and system Univer2.0 <http://elibrary.kaznu.kz/ru/node/261>.

The library has implemented an automation system based on RFID technology, as a result of which the issues of integration of the automated library and information system (AIIS) "IRBIS 64" and the use of university unified identification cards for employees and students of the university (ID-card) as library cards have been implemented. The traditional reader's form has been replaced by an electronic reader's form that is unified for all service departments. It reflects all information about current issues, including the timing of the return of documents and control over their compliance. The reading room has self-service stations operating on the basis of RFID technology and giving readers the opportunity to independently register the selected literature and issue it for up to 3 days. In addition, copiers and a planetary scanner "ELARSKAN A2-300" were installed, with the help of which Library users can scan the necessary pages of selected literature for free and send them to e-mail or to a USB flash drive. The student can receive basic textbooks and monographs in electronic form on his mobile device using a QR code. Developed and launched the Al-Farabi Library mobile application for Android, which is available on PlayMarket.

The fund of educational literature in medical specialties is 17824 textbooks in three languages, scientific literature 9700, the total fund (together with periodicals) is 34200. Thanks to unlimited access to electronic books of the world's largest publishers, students can use thousands of textbooks in e-book format. The presence of wi-fi coverage throughout the campus, dormitories (student's home) allows students to have round-the-clock access to all electronic information resources. The library system of the university, access to electronic information resources are integrated into the Univer 2.0 system (for example, Oxford UPSO <https://academic.oup.com/journals>).

In addition to the opportunities provided by the al-Farabi library, undergraduates of the Higher School of Public Health have access to educational information resources: Cokhrane library, PubMed, Up-To-Date, Lectorio, Geeky Medics, AMBOSS, Medscape, Medicalstudyzone, Medicine live,

The main bases for the practice of undergraduates are the partners of the department:

- RSE on REM "Kazakh Research Institute of Oncology and Radiology", where master students can undergo a scientific internship on financing, compulsory medical insurance, etc.
- RSE on REM "National Center of Phthisiopulmonology" - a modern medical and diagnostic base of the Republic, an extensive network of paraclinical units, where



undergraduates undergo training in the field of disease management, mastering project management, introducing innovative methods in healthcare, managing databases and registers of patients, etc.

- SPE on REM "City Cancer Center of Almaty", provides medical care to patients with cancer.

- SPE on REM "Station of emergency medical care" of the UZ of Almaty provides emergency medical care to the population of the city within the guaranteed volume of free medical care.

- JSC "Research Institute of Cardiology and Internal Medicine", where undergraduates during scientific internships and research practice have the opportunity to acquire skills in managing diseases, financing these projects, assessing the benefits of corporate governance, etc.

- RSE on REM "Scientific and Practical Center for Sanitary and Epidemiological Expertise and Monitoring" of the Committee for Public Health Protection of the MH RK, where undergraduates can study the issues of public health risk assessment, production control, safety procedures, sanitary and epidemiological audit at enterprises.

- Institute of Surgery LLP (MEDITERRA), where master students can practice in hospital management, coaching, healthcare marketing, etc.

- SP No. 29, SP No. 36, SP No. 26 are urban polyclinics in new standard buildings where PHC is carried out, where students can acquire skills in managing an outpatient service, methods for effectively maintaining a medical organization, diversifying services, motivating staff, informatization in healthcare and others.

- LLP "Sunkar", a network of private clinics equipped with modern equipment and using innovative methods of diagnosis and treatment, where undergraduates can gain skills in managing a modern private clinic, studying the production process in clinics, labor motivation, recruiting personnel, financial flow, patient logistics and others.

The Faculty of Medicine and Healthcare develops cooperation with specialized foreign universities in many countries near and far abroad, which allows the department to organize scientific internships for undergraduates, the exchange of teaching staff, the development of joint educational and scientific programs.

For the implementation of the EP, the university has sufficient information resources. Information and software complex "*Univer.kaznu.kz*" (*UNIVER*) is a system of administration and management of the university's educational activities with a full cycle of coverage of the educational process. The *information system "UNIVER"* allows you to create a unified educational environment at the university and ensure integration into the global educational space; provides support for a high-tech educational process; allows you to deploy a platform for e-learning (*e-learning*); forms the foundation for building a self-organizing university management system; creates an effective system of university management, accounting and reporting; expands the accessibility and openness of education.

*The information-analytical system "Nauka"* is integrated with the UNIVER system. This system is designed to automate accounting, analysis and monitoring of the results of research and innovation activities of the university and affiliated scientific organizations.

University teachers, being scientific and pedagogical workers, are engaged in scientific research and development, are guided by the modern achievements of science and technology when performing the classroom teaching load. The department has several scientific directions, within the framework of which scientific projects and research programs are carried out, in the implementation of which undergraduates, doctoral students and bachelors are involved. Scientific directions of the Department of Health Policy and Organization: translational medicine, omics technologies, management and marketing in healthcare, pharmaco-economic research, research in clinical medicine, risks in healthcare, hospital management, production process control in healthcare, nursing science. The University has complete independence and autonomy in terms of allocating funding to support the academic mobility of students and university staff from extrabudgetary sources.

During the visit the EEC demonstrated bases of practice (clinic "Sunkar"), where students acquire practical skills and undergo industrial practice, research practice.

***Analytical part***

EEC experts state that within the framework of the standard "Educational Resources" for EP 7M10101 - "Health Management" and 7M04132 - "Management in Health Care", during the work of the expert commission of the EEC, visits to departments, practice bases, analysis of the submitted documentation, it was revealed that the material and technical base used to organize the learning process is sufficient and meets the requirements. Auditoriums and other premises used in the implementation of the reporting EP comply with the established safety standards and rules.

The implementation of educational programs at the university is ensured by the free access of each student to information resources and the library fund.

The University is implementing an internship program for teaching staff and undergraduates abroad, which was confirmed by both groups in an interview (Turkey, South Korea). Internship programs allow you to consolidate knowledge, skills and abilities not only within the framework of direct specialization, but also contribute to the formation of additional competencies. Currently, KazNU has official agreements on international cooperation with many universities and research centers in the near and far abroad.

The academic mobility of teaching staff and undergraduates abroad has not yet been carried out since the beginning of the program, a schedule for 2023 has been developed for external academic mobility in EP 7M10101 - "Health Management" and 7M04132 - "Management in Health Care" for students and teachers (cooperation agreements have been concluded with many foreign universities).

KazNU conducts an examination in the field of education, which considers the problems, processes and practice of education with the involvement of practitioners with work experience, psychologists and sociologists. Internal examination of the compliance of the teaching methodology at the university with the implementation of the educational program is carried out systematically both at the intra-departmental level and by the internal audit system.

EEC confirms the existence of student support systems, including support through the university website, through personal appeals to the dean, vice-rector, rector, curator, mentor, advisor, etc. During the interview, undergraduates expressed complete satisfaction with the cost of education, the availability of discounts, incentives and thanks from management for good study, doing scientific work, food and medical care, living in hostels.

EEC members believe that the existing material and technical base of the university contributes to the expansion of forms and methods of attracting undergraduates to participate in scientific research in the field of management in health care, publication activity.

**The strengths of this standard** are the presence of a large number of large practice bases (research scientific centers and private clinics demonstrating advanced management), where undergraduates can undergo a full-fledged, meaningful practice (point 6.2.1).

***EEC recommendations.***

***To the University managers.*** On a regular basis, conduct academic mobility of teachers and undergraduates in the Republic of Kazakhstan and abroad with the allocation of appropriate funding (point 6.6.2). ***Deadline: 2023-2025yy.***

***The conclusions of the EEC according to the criteria:*** strong positions -1, satisfactory - 12 suggest improvements - 1, unsatisfactory - 0.



## 6.7 Standard "Evaluation of the education program"

### *Evidence*

Al-Farabi KazNU constantly monitors EPs in order to improve their efficiency and quality of implementation on the basis of local regulations. Based on the data obtained, the educational program is adjusted taking into account the main priority areas in education by the responsible structural units for their implementation (Academic Committee, Academic Council of the faculty, dean's office, department). The university has implemented a system for collecting and analyzing feedback from consumers through internal and external monitoring. Feedback from consumers is maintained in each structural unit through questionnaires, etc. Additionally, boxes for complaints and suggestions are placed in educational buildings.

In order to obtain feedback, a system of questioning students on the quality of organization of practice, conditions on the bases for mastering the real volume of necessary practical skills and abilities is widely used. The faculty uses the results of the feedback to improve and update the educational program and encourages teaching staff and undergraduates to take part in the evaluation of educational programs and in the subsequent improvement of the program.

An example of the effective use of feedback is the annual survey of employers, undergraduates to assess the level of satisfaction with educational programs, a survey of undergraduates after completing field practice. Monitoring and evaluation of the quality of the educational program includes feedback from employers, employees of other specialized educational institutions, feedback on the quality of training and work of graduates, satisfaction of undergraduates and graduates with the organization of the educational process and curriculum. Analysis and evaluation of the educational program are reflected in the reports and minutes of the councils. Many changes in the planning and organization of the educational program were made based on the results of the survey. The results of the survey are heard at a meeting of the departments, the Academic Council of the faculty and the Academic Committee of the university to take corrective actions.

The Faculty of Medicine systematically undergoes external quality assurance assessment procedures conducted by both the Ministry of Health and the Ministry of Science and Higher Education of the Republic of Kazakhstan. The university has passed all stages of national licensing and has licenses for the right to conduct educational activities in the field of training specialists with higher and postgraduate professional education. The activities of the university are certified for compliance with the requirements of the international standard ISO 9001:2015 in relation to educational activities in the field of training specialists with higher and postgraduate professional education.

In the presented documents of the university, it is stated that, at the initiative of the university management, measures are constantly taken to prevent conflicts of interest, and the regulatory framework is being improved. Meetings of students with the rector, dean of the faculty are held. In the event of a conflict of interest, undergraduates can contact the dean, his deputies, the head of the department.

Thus, based on the information provided, it can be concluded that the University monitors educational, scientific and other processes, systematically evaluates the results of activities, for which the relevant procedures and regulations have been developed. The results of monitoring are used to improve the EP, and are aimed at the progress of the student. Feedback is maintained between teaching staff, undergraduates, management, employers and other interested parties.

### *Analytical part*

Having analyzed the work of the EP according to this standard, the commission notes that the university has an EP assessment system based on the use of various methods for collecting, processing and analyzing information in the context of the EP and the University as a whole.

Data are given that testify to the involvement of the teaching staff, students and staff of the university in the process. The dean's office, the service of the office-Registrar carry out systematic work on the registration and analysis of information on the current, intermediate and final attestation of students in disciplines, courses and performance indicators for courses, and subsequently the transfer score is calculated. As part of the Center for Accreditation and Quality of Educational Programs Al-Farabi KazNU has a quality control service for educational programs. The aim of the service is [to control the quality of educational programs](#)

Satisfaction with the quality of educational programs, disciplines, courses is assessed through a survey and questioning of all consumers, stakeholders. A survey of students, employers and graduates is being conducted, both using information and communication technologies, and in traditional formats / (questionnaires on paper, oral conversation), which was confirmed by the interview participants.

KazNU conducts 4 types of surveys during the year, the results of which are available to teachers and undergraduates, which includes information about unfair practices or inappropriate behavior of teachers or students to monitor educational activities and provide a feedback system with students at Al-Farabi KazNU, the results of several research projects carried out on a regular basis by the Center for Sociological Research and Social Engineering (TsSiiKazNU named after al-Farabi). The content and features of various institutional feedback studies are described in the report on p.105.

The analysis of the results of the survey is carried out in order to improve the educational program, its elements, content, teaching technologies, assessment at the appropriate level: the meeting of the department - the methodological bureau of the FMH - the Academic Council for Quality - the Faculty CS - the University CS. The members of the commission note that the feedback of stakeholders on improving the quality of the EP, the measures taken, and the proposals taken into account from the stakeholders is not organized clearly enough, which was confirmed by graduates and undergraduates.

At meetings with focus groups of teaching staff, undergraduates, to the question of what active teaching methods are used, both groups gave convincing answers and gave examples of the forms of teaching used (CBL, PBL TBL and others) in specific disciplines. Master's students noted that these forms of education are more motivating to attend classes and contribute to better assimilation of the material.

Thus, in general, the Al-Farabi KazNU monitors educational and other processes, for which relevant procedures and regulations have been developed. The results of monitoring are used to improve the educational program and are aimed at the progress of the student. Feedback is maintained between teachers and undergraduates, including a questionnaire system for satisfaction with the educational and other activities of the university, aimed at improving the educational program.

**Strengths / best practice**

There are no strengths in this standard.

**EEC recommendations.**

No.

*The conclusions of the EEC according to the criteria:* strong positions - 0, satisfactory - 9 suggest improvements - 0, unsatisfactory - 0.

## 6.8. Standard "Management and Administration"

### *Evidence*

KazNU has its own management system that contributes to the achievement of the mission and goals, maintains institutional efficiency and integrity, creates and maintains an environment for learning, research, medical work and creative activities.

Transparency of the management system is carried out through information support of the process of preparation, adoption and implementation of the decision. management and organization of electronic educational document management for the entire technological cycle of the educational process.

The main structural subdivisions - deans, departments, centers, departments, departments, etc. perform certain functional duties (in accordance with the Regulations) and between which there are horizontal and vertical links.

The main functions and activities are presented in the documents: Charter, regulations on structural divisions, [strategic development plan of the university](#), position of personnel management, job descriptions of employees, [internal quality policy](#).

The management of the university is carried out in accordance with the legislation of the Republic of Kazakhstan and the Charter of the university on the principles of unity of command and collegiality.

The highest forms of collegiate management of the university are [Academic Council](#), Supervisory board, [Academic \(Scientific and Methodological\) Council](#), Student Senate and [Elder Council](#). The participation of teaching staff in the management of the university is ensured by the opportunity to be elected to the collegial governing bodies. The procedure for the election of collegial governing bodies and their competence are determined by the regulations on collegial bodies and the Charter of the University. Collegial governing bodies discuss the activities of the university within their competence, approve long-term and current work plans; hear the reports of departments (faculties, departments).

The general management and management of the activities of the university is carried out by [rector](#). Directly subordinate to the rector are [vice-rectors](#) and management, providing the processes of the life cycle of the graduate. Vice-rectors supervise structural and collegiate divisions in areas of activity.

KazNU named after al-Farabi has a clear terms of reference and authority to provide the educational program with resources, including the target budget for education. KazNU, by its legal status, is a non-profit joint stock company that operates in the mode of financial and economic self-government.

All financial resources of KazNU are aimed at supporting educational, research activities and improving the infrastructure of an educational organization. Financial resources are formed from the financing of educational activities under the state educational order; financing of scientific and technical programs through grants and PCF; charitable contributions of individuals and legal entities to the endowment fund; income received as a result of all activities.

Financing of the activities of the university is carried out in accordance with the established procedure at the expense of:

1. Republican budget allocated for educational activities.
2. Funds of ministries, organizations and enterprises of all forms of ownership, funds of citizens of Kazakhstan.
3. Other states received in the order of reimbursement of expenses for the training of specialists of various qualifications.
4. At the expense of non-budgetary sources of financing, not prohibited by the laws of the Republic of Kazakhstan The university has financial independence, which consists in drawing up a financial plan, budgeting, determining the cost of a paid educational service, and calculating

the cost of tuition. This allows you to freely dispose of the funds received according to their intended purpose.

To ensure the educational program, funds are allocated for the acquisition and equipping of the material and technical base of the university, replenishment of the library fund (periodicals, educational, educational and methodical, scientific and fiction), access to the databases of leading international electronic resources in the field of healthcare. To achieve the mission and final results, an appropriate distribution of resources is ensured, a system of expenditures is formed according to the areas of use of budgetary and extrabudgetary funds based on the economic classification of expenditures. Budgetary funds have a target character. The financial management policy at the University is based on the principles of efficiency, effectiveness, priority, transparency, and responsibility. Costs increase annually due to extra-budgetary attracted investments (pp. 121-122 of the self-report).

The powers and responsibilities of the administrative and academic staff are regulated by the normative and legal acts RK and [«Model Rules for the Activities of Educational Organizations Implementing Educational Programs of Higher and Postgraduate Education»](#) (the Order of MSE RK, 30.10.2018 year № 595). According to this, the university independently forms its structure and approves it by the decision of the Academic Council. At the same time, structural subdivisions should cover all areas and types of activities of the university.

The University has an information and software complex Univer.kaznu.kz (UNIVER) with an academic database. It is designed to automate the management of processes (educational, administrative, organizational, accounting and analytical) in educational institutions of all levels, based on the use of standardized electronic documents by departments and the introduction of new educational information technologies in the process of managing the educational process ([https://it.kaznu.kz/?page\\_id=847](https://it.kaznu.kz/?page_id=847)).

Each teaching staff is registered on the site and has a personal account, which is a tool that allows teaching staff to enter, edit and store information about educational and scientific activities. The results of academic activity, the effectiveness of modern forms of management of the educational process, the prospects for further improvement of management and improving the quality of education are considered and discussed in the final reports of the rector, vice-rectors and heads of structural units at the annual traditional scientific-practical and educational-methodical conferences. To analyze the results and develop measures for improvement, internal commissions are formed (committee for holiday incentives, for competitive nominations, awards, expert commissions for competitions of STP teaching staff and young scientists, etc.).

The results of the work of the commissions are heard at a meeting of the Academic Council and are the basis for measuring and improving the efficiency of the university as a whole.

KazNU has a systematic approach to quality assurance and university resource management based on the requirements of the ISO 9000 series standards and the principles of the process approach. The decomposition of the life cycle processes of all areas of the university activity was made and the necessary resources for their effective implementation were structured (<https://www.kaznu.kz/ru/20522/page/>).

Al-Farabi KazNU has the necessary public information tools to improve the quality of education and provide accessible information to potential domestic and foreign stakeholders. It is important to note that the information content of all sites is carried out in three languages: Kazakh, Russian and English, which makes it possible to cover potential participants in the EP, not only in Kazakhstan and the CIS, but also in foreign countries.

Written appeals concerning the issues of the academic activities of the university are registered in the office. In addition, on the University's website on the rector's blog, there is an opportunity to contact and receive an answer and explanatory information.

Financing of the activities of the university is carried out in accordance with the established procedure at the expense of: the Republican budget allocated for the provision of educational activities; funds of ministries, organizations and enterprises of all forms of



ownership, funds of citizens of Kazakhstan; other states received in the order of reimbursement of expenses for the training of specialists of various qualifications; at the expense of non-budgetary sources of financing, not prohibited by the laws of the Republic of Kazakhstan.

The university has the necessary autonomy to determine priority areas for spending funds. An analysis of the financing of the educational program is carried out annually for all items of expenditure, which allows us to comprehensively explore and evaluate all aspects and results of cash flow, the level of relations associated with cash flows, as well as the financial condition of the university. For the implementation of the educational program, financial resources are allocated for all types of activities and items of expenditure: wage fund, material and technical support of the educational process (acquisition of manuals, instruments, equipment, consumables), maintenance, current, overhaul, utilities.

The annual execution of the plan of financial and economic activities based on the results of the financial year is submitted for consideration by the Management Board.

The University has the opportunity, in accordance with regulatory documents, to independently direct financial resources to achieve the final learning outcomes; for remuneration of teaching staff, support for students.

The development of interaction between the university and the employer is a key moment in the process of graduate employment. Each employer has an appropriate contract.

Thus, the university management system, academic leadership, budget for education and allocation of resources, administrative staff and management correspond to the tasks of implementing the educational program at a level that meets state and international quality standards.

The assessment of academic leadership is carried out based on the results of the final attestation of students, the results of independent attestation of graduates, and the assessment of key indicators of educational activity. Assessment of key indicators of the development strategy is carried out at the end of the calendar year. An analysis of the achievement of development indicators is carried out, coordination with the authorized structural divisions of the Ministry of Education and Science of the Republic of Kazakhstan, approval at a meeting of the Academic Council. University staff and other interested parties can find information about the implementation of the development strategy on the website of the university.

### **Analytical part**

Al-Farabi KazNU, in accordance with the Charter, is an institution of higher education that implements educational programs of higher education, professional educational programs of postgraduate education.

The Commission notes that the university has defined management structures, structural divisions and their functions, which include academic staff, students, representatives of practical healthcare managers, which is confirmed by the submitted documents, the results of interviews with different focus groups, from the management of the EP to employers. Decisions made at different levels are transparent, brought to the attention of stakeholders by mailing corporate e-mail, publishing on the website.

The University independently carries out financial and economic activities, developing a plan for financial and economic activities. The financial autonomy of the university correlates with the principles of responsibility to society for the quality of all activities in professional training, scientific research, the provision of services, with the effective management of funds and property. This policy does not contradict the legislation of the Republic of Kazakhstan and ensures the institutional autonomy of the university. Monitoring compliance with the principles of efficiency, effectiveness, priority, transparency and responsibility of the financing system is carried out during the audit, the results of which for the reporting period are posted on the university website.

The departments implementing the reporting EP are staffed according to the staffing table. In order to motivate employees to improve the quality and effectiveness of activities, incentive

measures (grants, additional payments) have been developed at the university, which was confirmed by the teaching staff in interviews with members of the EEC.

The university has a modern information infrastructure that allows you to effectively manage all types of activities, ensure an effective flow of information within the organization and the necessary level of information to the external environment.

It includes:

- [KazNU official website](#) is the main platform for accessible and transparent information;
- [Portal](#) (Univer System) for students, teachers and administrative staff working with the contingent.
- Al-Farabi KazNU information portal <https://portal.kaznu.kz/default.aspx> is designed for the operational and efficient operation of the university;
- The library of al-Farabi KazNU is equipped with a large amount of research literature and resources, provides access to foreign research bases (Scopus and Thomson Reuters) <https://elibrary.kaznu.kz/ru/>
- Website of the Department of International Cooperation (<http://icd.kaznu.kz/>), timely publishing information about the international activities of the university, including international events of the university, international programs, the possibility of incoming and outgoing academic mobility, information for foreign students and professors, researchers on the procedure for applying for exchange programs.
- Website of the Department of Health Policy and Organization <https://www.kaznu.kz/ru/17384/page/>
- Social networks are represented by pages on Facebook, Instagram, Telegram, YouTube at the level of the university, faculty and department:  
[https://www.facebook.com/kaznu.kz/?locale=ru\\_RU](https://www.facebook.com/kaznu.kz/?locale=ru_RU);  
[https://www.instagram.com/farabi\\_university/](https://www.instagram.com/farabi_university/); <https://t.me/kaznu34>;  
[https://t.me/kaznu\\_talapker](https://t.me/kaznu_talapker);  
<https://www.youtube.com/@farabimedia-kaznu3874>.

The University has close interaction with the healthcare sector, including the exchange of information, cooperation on the basis of the order of the Minister of Health of the Republic of Kazakhstan dated September 11, 2012 No. 628 "On Approval of the Regulations on Clinical Bases of Medical Educational Organizations".

The teaching staff of the department provides expert, advisory services in the field of healthcare, are members of NGOs (Tanbayeva G.Z. - is a member of the Kazakhstan Association of Managers), heads of committees (Kapanova G.Zh. - chairman of the committee of the State Unitary Enterprise "Management in Health Care"), participate in improving qualifications of practical healthcare personnel).

#### ***Strengths / best practice***

There are no strengths in this standard.

**EEC recommendations** - no.

***The conclusions of the EEC according to the criteria:*** strong positions - 0, satisfactory - 14 suggest improvements - 0, unsatisfactory - 0.

### **6.9. Standard «Permanent update»**

#### ***Evidence***

The University is an educational organization of higher education, which, as one of the main goals of its activity, carries out educational activities in educational programs of higher and postgraduate professional education. KazNU is a dynamically developing educational institution

with a socially responsible approach to training personnel at the national and international levels. NJSC KazNU occupies the 150th line in the world ranking of universities QS.

The renewal process at the University is based on the implementation of the mission, vision of the university, based on improving the quality of education at the university through the introduction of innovations in education, science and practice; as well as on improving the recruitment policy for undergraduates and personnel policy; strengthening educational resources; improving the monitoring and evaluation of programs; management structures of the University.

The analysis allows assessing the opportunities for improvement and the need for changes in the quality management system, identifying existing problems and developing a system of measures to improve it and the need for changes.

In order to ensure continuous improvement of the educational services provided to consumers and increase the effectiveness of the quality management system in accordance with the requirements of the international standard, internal audits are carried out on a regular basis, corrective and preventive actions are taken.

The processes of updating the educational program and its improvement take place taking into account the knowledge and skills acquired by the teaching staff at training events (seminars, master classes, conferences), as a result of cooperation with leading educational and scientific organizations, the introduction of innovative educational technologies (PBL, CBL, RBL and others); updating the classroom fund, material and technical base.

Academic freedom in the preparation of educational programs, the availability of elective disciplines allows the University to make appropriate adjustments to educational programs, which provides opportunities for the development of elective disciplines, taking into account the changing conditions of the external and internal environment: the demographic situation, the structure of the incidence of the population and cultural conditions, the needs of society for protection health. When developing educational programs, a prerequisite is to take into account the needs of stakeholders.

Participation of stakeholders in the evaluation of the EP, as well as the role of other stakeholders in the evaluation of the educational program and making changes that affect the improvement of its quality, are carried out at the stage of development of the EP, during the meeting of the working group, representatives of employers, as well as reviewing the EP by representatives of employers

(<https://drive.google.com/drive/u/2/folders/1cEQldVwiDLmhOw9TS1VTd5WE4o5cjjo>)  
(<https://drive.google.com/drive/u/1/folders/1DkbbJ14fiBYBRK4diWfi-sSpkDHHa5DN>).

### **Analytical part**

After analyzing the submitted documents, the results of interviews, and surveys, the EEC members conclude that the University is a dynamic, socially responsible organization that initiates procedures for assessing, monitoring, reviewing content, learning outcomes, assessment and the learning environment in general, allocating resources for continuous improvement.

The renewal processes are aimed at adapting the mission, final results, methodological approaches to the scientific, socio-economic development of modern society, the needs of the postgraduate level of training.

KazNU adjusts the elements of the educational program, taking into account achievements in biomedical, behavioral, social, economic and clinical sciences, changes in the demographic situation and the state of health / incidence of the population, the economic policy of the state, the state of the health care economy.

However, in the future, attention should be paid to the placement of clearer accents for students in the EP when new scientific knowledge, concepts, methods, technologies are included in the syllabuses, as well as the need for further development of the EP through the development and implementation of joint, double-degree educational programs with a foreign high-ranking university.

The recruitment policy, the formation of the academic staff, the renewal of educational resources, the improvement of the organizational structure and management principles are adapted to the changing needs of all stakeholders.

Thus, according to this standard as a whole, it can be stated that the administration and staff of the university are working on continuous improvement.

***Strengths / best practice***

There are no strengths in this standard.

***EEC recommendations.***

***To the faculty dean and EP managers:*** Responsible for the implementation of EP 7M04132 "Management in Health Care", 7M10101 "Health Management" should develop a double degree program with a similar high-ranking university.

***The conclusions of the EEC according to the criteria:*** strong positions - 0, satisfactory - 2, suggest improvements - 0, unsatisfactory - 0.

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

**7.1 Standard «Mission and outcomes»**

No strengths were identified for this standard.

**7.2 Standard «Educational program»**

No strengths were identified for this standard.

**7.3 Standard «Student assessment»**

No strengths were identified for this standard.

**7.4 Standard «Students»**

No strengths were identified for this standard.

**7.5 Standard «Academic Staff/Faculty»**

Based on the implementation of the indicative plan, a motivation system was introduced for teaching staff teaching classes in English (using a coefficient of 1.5; reducing the teaching load by 45 hours per 1 article in Scopus and WebScience).

**7.6. Standard «Educational resources»**

The presence of a large number of large practice bases (research research centers and private clinics that demonstrate advanced management), where undergraduates can undergo a full-fledged, meaningful practice.

**7.7 Standard «Evaluation of the educational program»**

No strengths were identified for this standard.

**7.8 Standard «Management and administration»**

No strengths were identified for this standard.

**7.9 Standard «Permanent update»**

No strengths were identified for this standard.



## (VIII) OVERVIEW RECOMMENDATIONS FOR IMPROVING QUALITY

### 8.1 Standard «Mission and outcomes»

*To EP managers.* To harmonize the missions of educational programs: 7M04132 "Management in Health Care", 7M10101 "Health Management" in the passport of the EP and on the website in the appropriate tabs, in order to bring them to all interested parties. **Deadline: August 2023y.**

### 8.2 Standard «Educational program»

There are no recommendations.

### 8.3 Standard «Student assessment»

*To EP managers.* To develop methods for assessing undergraduates for all types of work performed (essay, project, presentation, oral and written response, etc.), approve by the relevant collegiate body, while providing external expertise (p.3.1.4). **Deadline: September 2023y.**

### 8.4 Standard «Students»

There are no recommendations.

### 8.5 Standard «Academic Staff/Faculty»

*To the Dean and EP managers:* Responsible for the implementation of EP 7M04132 "Management in Health Care" to supplement the staff of teaching staff with academic degrees in the field of study "Business and Management", in order to optimize the ratio between pedagogical, scientific and professional qualifications. **Deadline: September 2023y.**

### 8.6 Standard «Educational resources»

*To University managers.* On a regular basis, conduct academic mobility of teachers and undergraduates in the Republic of Kazakhstan and abroad with the allocation of appropriate funding (p.6.6.2) **Deadline: 2023-2025yy.**

### 8.7 Standard «Evaluation of the educational program»

There are no recommendations.

### 8.8 Standard «Management and administration»

There are no recommendations.

### 8.9 Standard «Permanent update»

*To the Dean and EP managers:* Responsible for the implementation of EP 7M04132 "Management in Health Care", 7M10101 "Health Management" should develop a double degree program with a similar high-ranking university. **Deadline: 2024-2025yy.**

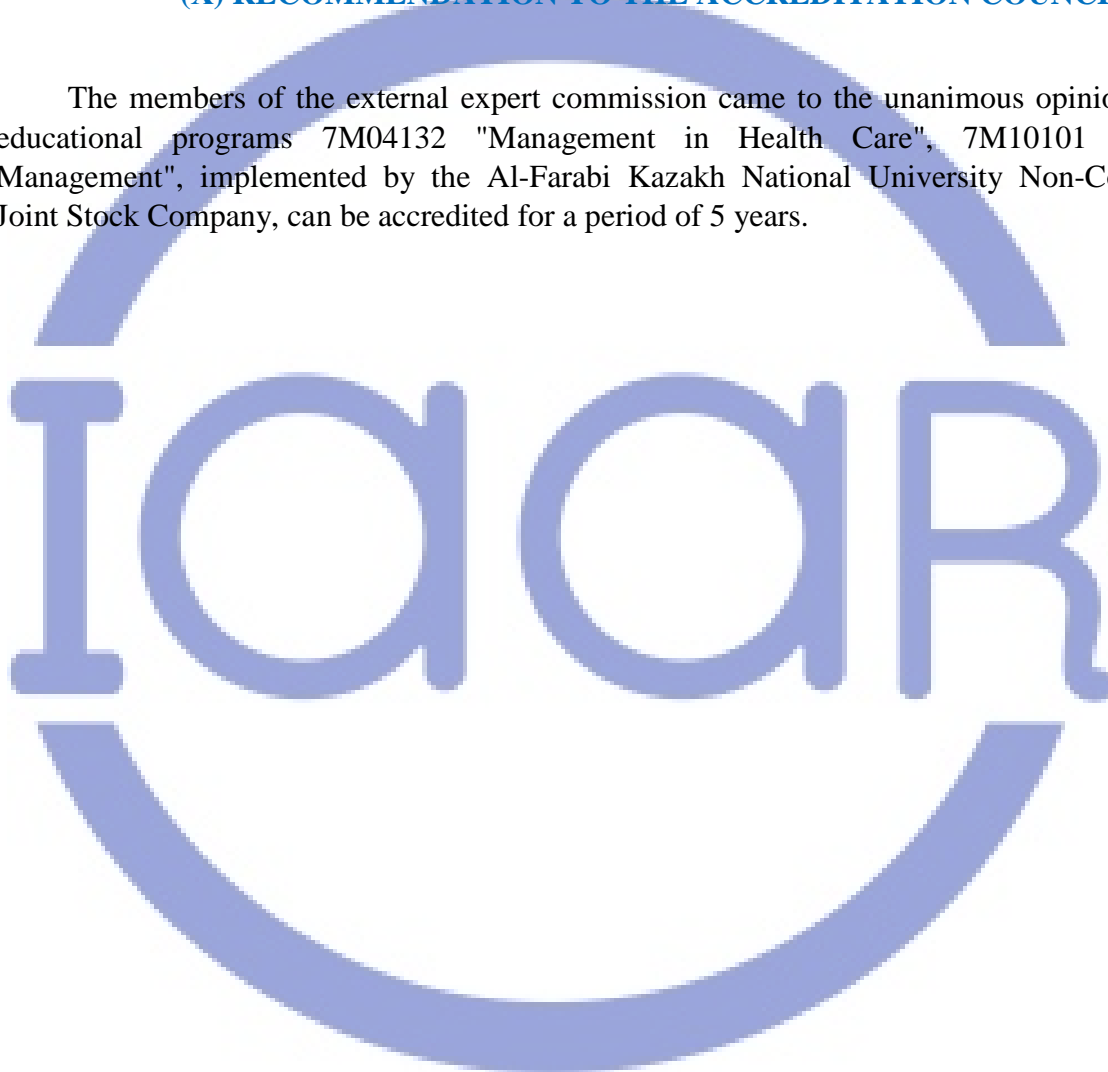
## (IX) OVERVIEW OF RECOMMENDATIONS FOR THE DEVELOPMENT OF EDUCATIONAL ORGANIZATION

During the work of the EEC IAAR, which took place in full-time and remote format, meetings were held with the University administration, heads of structural divisions, teaching staff, students, key stakeholders, documents of the educational organization, Internet resources were studied, the results of which can be used to judge the process of improvement in University

in general, and according to EP 7M04132 "Management in Health Care", 7M10101 "Health Management", in particular, since the EP was entered into the Register in 2019. The recommendations focus on improving work on the further development of educational programs, the implementation of academic mobility of teaching staff and students, optimizing the ratio between teaching, scientific and professional qualifications of teaching staff, improving the student assessment system, which will allow maintaining the educational process at a high level as part of integration into the world community in the field of medical and pharmaceutical education.

### **(X) RECOMMENDATION TO THE ACCREDITATION COUNCIL**

The members of the external expert commission came to the unanimous opinion that the educational programs 7M04132 "Management in Health Care", 7M10101 " Health Management", implemented by the Al-Farabi Kazakh National University Non-Commercial Joint Stock Company, can be accredited for a period of 5 years.



**Appendix 1. Evaluation table "PARAMETERS OF A SPECIALIZED PROFILE"  
7M10101 «Health Management» (scientific and pedagogical direction), 7M04132  
«Management in Health Care» (profile direction)**

**Parameters for specialized accreditation of master's programs**

№	№	CRITERIA FOR EVALUATION	Position			
			Strong	Satisfactory	Assumes improvement	Unsatisfactory
<b>Standard 1 «MISSION AND OUTCOMES»</b>						
<b>1.1. Mission definition</b>						
<b>The educational organization must:</b>						
1	1.1.1.	define the mission of the postgraduate EP and bring it to the attention of stakeholders and the health sector.			+	
2	1.1.2.	define a training program that allows preparing a specialist at the level of postgraduate education in the field of health care: <ul style="list-style-type: none"> <li>♣ competent in any field of medicine, including all types of medical practice, management and healthcare organization;</li> <li>♣ able to work independently and work at a high professional level and in a team, if necessary;</li> <li>♣ with a commitment to lifelong learning, including professional responsibility to maintain the level of knowledge and skills through performance evaluation, audit, study of own practice and recognized activities in the CPD / CME.</li> </ul>		+		
3	1.1.3	ensure that the mission covers consideration of the health needs of the community or society, the needs of the health care system, and other aspects of social responsibility, as appropriate.		+		
4	1.1.4.	encourage the organization and conduct of scientific research by postgraduate students, as well as innovation in the educational process, allowing the development of broader competencies than the minimum required		+		
<b>1.2 Institutional autonomy and academic freedom</b>						
<b>The educational organization must:</b>						
5	1.2.1.	have a training process that is based on a recognized basic medical and pharmaceutical education and contributes to the strengthening of the professionalism of the student		+		
6	1.2.2.	ensure that the training process promotes professional autonomy to enable the graduate to act in the best interests of the patient and society		+		
<b>1.3. Learning outcomes</b>						
<b>The educational organization must:</b>						
7	1.3.1.	define the expected learning outcomes that students should achieve upon completion of their postgraduate level learning in terms of knowledge, skills, professional behavior and thinking; an appropriate basis for a future career in the chosen branch of medicine; their future roles in the health sector; commitment and skills in the implementation of continuing education; the health needs of society, the needs of the health care system and other aspects of social responsibility		+		
8	1.3.2.	determine the general and specialty-specific (discipline) components of learning outcomes that students need to achieve		+		
9	1.3.3.	ensure proper professional behavior of students in relation to classmates, teachers, medical staff, patients and their relatives		+		
10	1.3.4.	determine the expected learning outcomes based on the previous		+		

		level of education.				
<b>1.4. Participation in the formulation of the mission and learning outcomes</b>						
<b>The educational organization must:</b>						
11	1.4.1.	ensure the participation of key stakeholders in the formulation of the mission and expected learning outcomes		+		
12	1.4.2.	ensure that the stated mission and expected learning outcomes are based on the opinions/suggestions of other stakeholders.		+		
<b>Total</b>			<b>0</b>	<b>11</b>	<b>1</b>	<b>0</b>
<b>Standard 2 «EDUCATION PROGRAM»</b>						
<b>2.1 Teaching approach</b>						
<b>The educational organization must:</b>						
13	2.1.1.	define a learning approach based on the expected learning outcomes and official certificates of qualification provided as the basis for official recognition of a specialist in the chosen field of medicine at the national and international level.		+		
14	2.1.2.	define an approach to learning based on the results of basic medical education, systematically and transparently including and supporting the student in responsibility for their own educational process		+		
15	2.1.3.	describe general and discipline/specialty-specific components of learning, use teaching and learning methods that are appropriate for both practice and theory, identify teaching and learning methods used that stimulate, prepare and support learners to take responsibility for their learning process		+		
16	2.1.4.	ensure that the educational program is implemented in accordance with the principles of equality		+		
17	2.1.5.	guide the learner through mentorship and regular assessment and feedback, increase the learner's degree of self-responsibility as skills, knowledge and experience improve.		+		
<b>2.2 Research method</b>						
<b>The educational organization must:</b>						
18	2.2.1.	instill in students the principles of scientific methodology appropriate to the level of postgraduate education and provide evidence that the student achieves knowledge and understanding of the scientific basis and methods of the chosen field of medicine		+		
19	2.2.2.	provide evidence that the trainee is exposed to evidence-based medicine as a result of wide access to relevant clinical/practical experience in the chosen field of medicine		+		
20	2.2.3.	include in the EP official teachings on the critical evaluation of literature and scientific data, the results of modern scientific research; provide student access to research activities; in the EP to correct and change the content of scientific developments		+		
<b>2.3 Learning content</b>						
<b>The educational organization must:</b>						
21	2.3.1.	include in the learning process practice and theory about biomedical, clinical, behavioral and social sciences, clinical decisions, communication skills, medical ethics, public health, medical jurisprudence, management disciplines		+		
22	2.3.2.	organize an educational program with appropriate attention to patient safety		+		
23	2.3.3.	make changes to the EP to ensure the development of knowledge, skills and thinking of the various roles of the graduate and the compliance of the content of the EP with the changing conditions and needs of society and the healthcare system		+		
<b>2.4 The structure of the educational program, composition and duration</b>						
<b>The educational organization must:</b>						
24	2.4.1.	describe the content, scope and sequence of courses and other elements of the educational program, define mandatory and optional components, combine practice and theory in the learning process, ensure compliance with national legislation		+		



25	2.4.2.	take into account the results of basic medical and pharmaceutical education in relation to the choice of the field of medicine, the requirements for fulfilling various roles in the healthcare system for a future graduate		+			
<b>2.5 Relationship between education and healthcare practice</b>							
<b>The educational organization must:</b>							
26	2.5.1.	describe and observe the integration between theoretical training and professional development, guarantee the integration of training and vocational training, including through on-the-job training		+			
27	2.5.2.	effectively organize the use of the health system for training purposes, including in terms of providing practice in the workplace, ensure that such training is additional and not subject to the requirements for the provision of health services		+			
<b>2.6 Management training</b>							
<b>The educational organization must:</b>							
28	2.6.1.	define responsibilities and authorities for organizing, coordinating, managing and evaluating the individual learning environment and learning process		+			
29	2.6.2.	include in the planning and development of the educational program due representation from the teaching staff, students and other key and relevant stakeholders.		+			
30	2.6.3.	guarantee a variety of places of study, coordinate multiple places of study to obtain appropriate access to different aspects of the chosen field of medicine access to the resources necessary to plan and implement teaching methods and assess students and introduce innovations in the curriculum		+			
			<b>Итого</b>	<b>0</b>	<b>18</b>	<b>0</b>	<b>0</b>
<b>Standard 3 «STUDENT ASSESSMENT»</b>							
<b>3.1 Assessment methods</b>							
<b>The educational organization must:</b>							
31	3.1.1.	define and approve the principles, methods and practices used to evaluate students, including the number of examinations, criteria for establishing passing scores, grades and the number of retakes allowed;		+			
32	3.1.2.	ensure that assessment procedures cover knowledge, skills, attitudes and professional conduct		+			
33	3.1.3.	use a wide range of assessment methods and formats depending on their "assessment of usefulness", including a combination of validity, reliability, impact on learning, acceptability and effectiveness of assessment methods and format		+			
34	3.1.4.	ensure that the evaluation process and methods are open (available) for review by external experts;				+	
35	3.1.5.	ensure that assessment methods and results avoid conflicts of interest and use a student assessment appeal system		+			
36	3.1.6.	ensure the openness of the assessment procedure and its results, inform students about the criteria and assessment procedures used		+			
37	3.1.7.	document and evaluate the reliability and validity of assessment methods, as well as involve external examiners, implement new assessment methods in accordance with the need; encourage the process of examination by external experts; if necessary, organize a "different opinion", a change of teaching staff or additional training		+			
<b>3.2 Relationship between assessment and learning</b>							
<b>The educational organization must:</b>							
38	3.2.1.	use assessment principles, methods and practices that are comparable to planned LOs and teaching and learning methods, ensure the achievement of planned learning outcomes, facilitate student learning, ensure an appropriate balance of formative and final assessment to guide learning and make decisions about academic achievement		+			
39	3.2.2.	adjust the number and nature of examinations to stimulate both knowledge acquisition and integrated learning		+			

40	3.2.3.	provide timely, specific, constructive and fair feedback to students on the results of assessment		+			
<b>Total</b>			<b>0</b>	<b>9</b>	<b>1</b>	<b>0</b>	
<b>Standard 4 «STUDENTS»</b>							
<b>4.1 Admission and selection policy</b>							
<b>The educational organization must:</b>							
41	4.1.1.	define and implement an admissions policy based on the principles of objectivity and including a clear statement of the student selection process		+			
42	4.1.2.	ensure a balance between learning opportunities and student acceptance, formulate and implement policies/rules for the selection of students according to established criteria		+			
43	4.1.3.	have a policy and implement practices for the admission of students with disabilities in accordance with applicable laws and regulations of the country		+			
44	4.1.4.	have a policy and implement the practice of transferring students from other educational institutions, including foreign ones		+			
45	4.1.5.	establish a connection between the selection and the mission of the educational organization, the EP and the desired quality of graduates, provide for an appeal mechanism for decisions on admission		+			
46	4.1.6.	use an appeals system for student admission decisions, guarantee transparency in the selection process, periodically review the admission policy based on relevant social and professional data to meet the needs of health and society		+			
<b>4.2 Student recruitment</b>							
<b>The educational organization must:</b>							
47	4.2.1.	determine the number of accepted students in accordance with the possibilities of organizing education at all stages of the educational program		+			
48	4.2.2.	periodically adjust the number and contingent of accepted students, taking into account the opinion of stakeholders responsible for planning and developing human resources in the health sector in order to meet the medical needs of the population and society as a whole		+			
49	4.2.3.	periodically review the number and nature of student admissions in consultation with other stakeholders and adjust to meet the health needs of the population and society as a whole		+			
<b>4.3 Advice and support for students</b>							
<b>The educational organization must:</b>							
50	4.3.1.	have a system of academic counseling for students		+			
51	4.3.2.	offer students a support program that addresses social, financial and personal needs, allocating appropriate resources and ensuring the confidentiality of counseling and support		+			
52	4.3.3.	have a feedback system with students to assess the conditions and organization of the educational process		+			
53	4.3.4.	provide students with documents confirming their qualifications (diploma) and diploma supplement (transcript)		+			
54	4.3.5.	take into account the needs of different groups of students and provide an opportunity for the formation of an individual educational trajectory		+			
55	4.3.6.	provide academic counseling that is based on monitoring student performance and includes career planning issues; offers a student support program that addresses social, financial and personal needs; ensure confidentiality regarding advice and support, support in case of a professional crisis		+			
<b>4.4 Student representation</b>							
<b>The educational organization must:</b>							
56	4.4.1.	develop and implement a policy for the representation of students and their proper participation in the definition of the mission, development, management and evaluation of the educational		+			

		program, planning conditions for students					
57	4.4.2.	encourage learners to participate in decision-making about the processes, conditions and rules of learning.		+			
<b>Total</b>			<b>0</b>	<b>17</b>	<b>0</b>	<b>0</b>	
<b>Standard 5 «ACADEMIC STAFF / FACULTY»</b>							
<b>Personnel selection policy</b>							
<b>The educational organization should develop and implement a staff selection and recruitment policy that:</b>							
58	5.1.1.	contains criteria for scientific, pedagogical and clinical/professional merit of applicants, including a proper balance between pedagogical, scientific and professional qualifications			+		
59	5.1.2.	determines the responsibilities of teachers, including the balance between teaching, research and other functions, taking into account the mission of the EP, the needs of the education system and the needs of the healthcare system.		+			
60	5.1.3.	takes into account the required work experience		+			
61	5.1.4.	determine the responsibility of the academic staff in terms of its participation in postgraduate education; determine the level of remuneration for participation in postgraduate education;	+				
62	5.1.5.	ensure that teachers have practical experience in the relevant field, that teachers of subspecialties, if necessary, are approved for appropriate periods of study depending on their qualifications.		+			
<b>5.2 Employee Commitment and Development</b>							
<b>The educational organization should develop and implement a policy for the activities and development of personnel, which is aimed at:</b>							
63	5.2.1.	Ensuring that educators have enough time for teaching, advising and self-development		+			
64	5.2.2.	existence of a structure responsible for the development of the academic staff, ensuring periodic evaluation of the academic staff		+			
65	5.2.3.	develop and implement a policy to support the academic staff on issues of pedagogy and advanced training for further professional development; evaluate and recognize the scientific and academic achievements of teachers		+			
66	5.2.4.	take into account the “teacher-student” ratio depending on the various components of the EP, taking into account the features that ensure close personal interaction and monitoring of students.		+			
<b>Total</b>			<b>1</b>	<b>7</b>	<b>1</b>	<b>0</b>	
<b>Standard 6 «EDUCATION RESOURCES»</b>							
<b>6.1 Logistics and equipment</b>							
<b>The educational organization must:</b>							
67	6.1.1.	ensure that sufficient, accessible and appropriate learning resources are available		+			
68	6.1.2.	improve the learning environment by regularly updating, expanding and strengthening the material and technical base and equipment to maintain the appropriate quality of education at the postgraduate level		+			
<b>6.2 Educational environment</b>							
<b>The educational organization must:</b>							
69	6.2.1.	provide the necessary resources to provide students with appropriate clinical/practical experience, including: <ul style="list-style-type: none"> <li>• quality and categories of patients/consumers of services,</li> <li>• number and categories of clinical/manufacturing bases;</li> <li>• observation of the practice of students</li> </ul>	+				
70	6.2.2.	when choosing a learning environment, ensure appropriate experience in all aspects of the chosen specialty, including training in the organization and management of health care and disease prevention		+			
<b>6.3 Information Technology</b>							
<b>The educational organization must:</b>							
71	6.3.1.	develop and implement a policy aimed at the efficient and ethical use and evaluation of appropriate information and communication technologies		+			

72	6.3.2.	provide access to websites or other electronic media		+		
73	6.3.3.	optimize teacher and trainee access to relevant patient data and health information systems using existing and appropriate new information and communication technologies for self-study, access to information, patient databases and work with health information systems		+		
<b>6.4. Medical/Pharmacy Research and Scientific Achievements</b>						
<b>The educational organization must:</b>						
74	6.4.1.	use research activities and scientific achievements in the field of medicine, pharmacy as the basis for an educational program		+		
75	6.4.2.	formulate and implement policies that promote the relationship between research and education; provide information on the research base and priority areas in the field of scientific research of the organization of education		+		
76	6.4.3.	ensure that the relationship between research and education is taken into account in teaching, encourages and prepares students to participate in health research		+		
<b>6.5 Expertise in the field of education</b>						
<b>The educational organization must:</b>						
77	6.5.1.	have access to educational expertise of the processes, practices and problems of medical and pharmaceutical education with the involvement of specialists, educational psychologists, sociologists of the university, interuniversity and international levels; develop and implement an examination policy in the development, implementation and evaluation of the educational program, the development of teaching and assessment methods		+		
78	6.5.2.	demonstrate evidence of the use of internal or external educational expertise in staff development, taking into account current experience in medical/pharmaceutical education and promoting the interests of staff in conducting research in education		+		
<b>6.6 Exchange in education</b>						
<b>The educational organization must:</b>						
79	6.6.1.	formulate and implement a policy on national and international cooperation with other educational organizations, including the mobility of staff and students, as well as the transfer of educational credits and learning outcomes		+		
80	6.6.2.	promote the participation of teachers and students in academic mobility programs at home and abroad and allocate appropriate resources for these purposes			+	
<b>Total</b>			<b>1</b>	<b>12</b>	<b>1</b>	<b>0</b>
<b>Standard 7 «EVALUATION OF THE EDUCATION PROGRAM»</b>						
<b>7.1. Mechanisms for monitoring, control and evaluation of the program</b>						
<b>The educational organization must:</b>						
81	7.1.1.	have regulated procedures for monitoring, periodic evaluation of the educational program and learning outcomes, progress and academic performance of students		+		
82	7.1.2.	develop and apply a mechanism for evaluating an educational program that considers the program, its main components, student achievement, identifies and solves problems, ensures that the relevant evaluation results affect the EP		+		
83	7.1.3.	periodically evaluate the program, comprehensively considering the educational process, the components of the educational program, expected learning outcomes and social responsibility		+		
<b>7.2. Feedback from teacher and student</b>						
<b>The educational organization must:</b>						
84	7.2.1.	systematically conduct, analyze and respond to feedback from teachers and students		+		
85	7.2.2.	use feedback results to improve the educational program		+		
<b>7.3. Educational achievements of students</b>						
<b>The educational organization must:</b>						
86	7.3.1.	analyze the progress of students and graduates in accordance with		+		



		the mission and expected learning outcomes, the training program and the availability of resources				
87	7.3.2.	analyze the progress of students and graduates, taking into account the conditions of their previous education, the level of preparation upon admission; use the results of the analysis to interact with the structural unit responsible for selecting students, developing an educational program, and advising students		+		
<b>7.4. Approval and control of the educational environment</b>						
88	7.4.1.	provide evidence that the EP has been approved by the competent authority based on: <i>clearly defined criteria</i> ; program evaluations; eligibility requirements		+		
89	7.4.2.	develop and implement a system for monitoring the educational environment and other educational facilities, including site visits and other relevant resources		+		
<b>Total</b>			<b>0</b>	<b>9</b>	<b>0</b>	<b>0</b>
<b>Standard 8. MANAGEMENT AND ADMINISTRATION</b>						
<b>8.1. Management</b>						
<b>The educational organization must:</b>						
90	8.1.1.	ensure that the EP is implemented in accordance with the rules regarding the admission of students; structure and content, evaluation process		+		
91	8.1.2.	document the completion of training through the issuance of degrees, diplomas, certificates or other formal qualifications provided as a basis for official recognition as a specialist in the chosen field of health.		+		
92	8.1.3.	be responsible for quality assurance processes, ensure ongoing evaluation of the EP		+		
93	8.1.4.	ensure that the EP meets the needs of society in terms of health and the health care system, ensure the transparency of the work of management structures and their decisions		+		
<b>8.2. Academic leadership</b>						
<b>The educational organization must:</b>						
94	8.2.1.	define the responsibilities of academic leadership in relation to the development and management of the educational program.		+		
95	8.2.2.	periodically evaluate academic leadership in relation to the achievement of the mission of the EP and expected learning outcomes		+		
<b>8.3. Funding and resource allocation</b>						
<b>The educational organization must:</b>						
96	8.3.1.	have a clear distribution of responsibility and authority to provide resources for the educational program, including managing the EP budget		+		
97	8.3.2.	manage the budget in such a way as to correspond to the mission and results of the EP, ensuring the functional responsibilities of the academic staff and students.		+		
<b>8.4. Administrative staff and management</b>						
<b>The educational organization must:</b>						
98	8.4.1.	have administrative and professional staff to implement the educational program and related activities, ensure proper management and allocation of resources		+		
99	8.4.2.	ensure the participation of all departments of the educational organization in the processes and procedures of the internal quality assurance system		+		
<b>8.5. Requirements and regulations</b>						
<b>The educational organization must:</b>						
100	8.5.1.	comply with national legislation regarding the number and types of recognized health specialties for which approved EPs are being developed		+		
101	8.5.2.	approve postgraduate medical education programs in collaboration with all stakeholders		+		
<b>8.6. Public awareness</b>						

<b>The educational organization must:</b>						
102	8.6.1.	publish on the official website of the educational organization and in the media complete and reliable information about the educational program, its achievements		+		
103	8.6.2.	publish on the official website objective information about the employment and demand for graduates		+		
<b>Total</b>			<b>0</b>	<b>14</b>	<b>0</b>	<b>0</b>
<b>Standard 9 «PERMANENT UPDATE»</b>						
<b>As a dynamic and socially responsible institution, education organization should:</b>						
104	9.1.1.	initiate procedures for regular review and updating of the process, structure, content, learning outcomes / competencies, assessment of knowledge and skills, learning environment of the EP; document and correct deficiencies; allocate resources for continuous improvement		+		
105	9.1.2.	<p>provide the opportunity to address the following issues in the upgrade process:</p> <ul style="list-style-type: none"> <li>• base the updating process on prospective research in the field of health care and on the results of their own research, evaluation and literature on medical/pharmaceutical education;</li> <li>• ensure that the process of renewal and restructuring leads to a revision of policies and practices in line with past experience, current activities and future prospects;</li> <li>• Solve the following issues in the upgrade process:</li> </ul> <ul style="list-style-type: none"> <li>- base the updating process on prospective studies and analyzes and on the results of their own research, evaluation and literature on medical education;</li> <li>- to ensure that the process of renewal and restructuring leads to a revision of the policy and practice of postgraduate education in accordance with previous experience, current activities and future prospects;</li> <li>- direct the renewal process towards adapting the mission statement and expected results to the scientific, socio-economic and cultural development of society;</li> <li>- direct the renewal process to modify the expected learning outcomes of graduates in accordance with the documented needs of the environment and the labor market, including clinical skills, public health training and participation in the process of providing medical care to patients in accordance with the responsibilities that are assigned to graduates after the end of the GA;</li> <li>- direct the updating process towards adapting teaching approaches and teaching methods to ensure their relevance and relevance;</li> <li>- direct the renewal process to adjust the structure, content and duration of the EP and their relationship in accordance with advances in the biomedical, behavioral, social and clinical sciences, with changes in the demographic situation and the health status/morbidity structure of the population and socio-economic and cultural conditions, and process adjustments will ensure the inclusion of new relevant knowledge, concepts and methods, and the exclusion of obsolete ones;</li> <li>- direct the renewal process towards the development of principles and methods of assessment, and the methods of conducting and the number of examinations in accordance with changes in learning outcomes and teaching and learning methods;</li> <li>- direct the renewal process towards adapting the student recruitment policy and student selection methods, taking into account changing expectations and circumstances, staffing needs, changes in the postgraduate education system and the needs of the EP;</li> <li>- direct the renewal process to adapt the recruitment policy and the</li> </ul>		+		

		<p>formation of the academic staff in accordance with changing needs</p> <ul style="list-style-type: none"> <li>- direct the renewal process to update educational resources in accordance with changing needs, such as enrollment, number and profile of academic staff, EP and modern teaching methods.</li> <li>- direct the renewal process to improve the process of monitoring, control and evaluation of the EP;</li> <li>- direct the renewal process towards improving the organizational structure and management principles to ensure effective operation in the face of changing circumstances and the needs of postgraduate education, and, in the long term, to meet the interests of various stakeholder groups.</li> </ul>				
		<b>Total</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>
		<b>TOTAL IN GENERAL</b>	<b>2</b>	<b>99</b>	<b>4</b>	<b>0</b>

