REPORT

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

7M04151 "Economy", 7M04152 "Management"

Toraighyrov University

INDEPENDENT ACCREDITATION AND RATING AGENCY
External Expert Commission

Addressed to
Accreditation
advice IAAR

REPORT

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

7M04151 "Economy", 7M04152 "Management"

Toraighyrov University

in the period from March 12 to March 14, 2025

Pavlodar city   **"14" March 2025**

CONTENT

(I)   LIST OF SYMBOLS AND ABBREVIATIONS

IAAR – Independent Accreditation and Rating Agency
EEC – External Expert Commission
EP – Educational program
MSHE RK – Ministry of Science and Higher Education of the Republic of Kazakhstan
SCES – State compulsory educational standard
KPI - Key Performance Indicator
PTS– Professorial and teaching staff
IS– Information system
SRW– Scientific research work
MOOC – Massive Open Online Course
OS – Organization standard
QMS – Quality Management System
DP – Documented procedure
IEP– Individualized Educational Plan
ALIS – Automated library information system
NQF – National Qualification Framework
SQF – Sectoral qualification framework
SCC – State Certification Commission
LMS – Learning Management System
UNT – Unified National Testing
KT CT – Complex testing
ECTS – European Credit Transfer and Accumulation System
GPA – Grade Point Average
SHEQAC – Science and Higher Education Quality Assurance Committee
SSC – Student Service Center

(II)   **INTRODUCTION**

In accordance with order No. 29-25-OD dated March 6, 2025 of the Independent Agency for Accreditation and Rating, from March 12 to March 14, 2025, an external expert commission assessed the compliance of educational programs 7M04151 "Economics", 7M04152 "Management" of Toraighyrov University (Pavlodar) with the standards of specialized accreditation (dated June 16, 2020 No. 57-20-OD, sixth edition (as amended and supplemented by order No. 189-23-OD dated December 4, 2023).

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

Composition of the IAAR EEC:

Chairman of the EEC - Kosov Vladimir Nikolaevich, Doctor of Physical and Mathematical Sciences, Professor, NAO "Abai Kazakh National Pedagogical University" (Almaty); *Off-line participation*

IAAR foreign expert - Kulagina Natalia Aleksandrovna, Doctor of Economics, Professor, MIREA – Russian Technological University (Moscow, RF); *On-line participation*

IAAR expert - Khankishiyeva Eleonora Mirzagayevna, candidate of philological sciences, Kazakh National Women's Pedagogical University (Almaty); *Off-line participation*

IAAR expert - Zakirova Dilnara Ikramkhanovna, PhD, research professor, Turan University (Almaty); *Off-line participation*

IAAR expert, employer - Abdikadirova Akniet Maratovna, head of the human capital development department of the Chamber of Entrepreneurs "Atameken" of Shymkent (Shymkent); *On-line participation*

IAAR expert, student - Nurpeisov Bekzat Dulatovich, 1st year master of the Non-profit limited company "Akhmet Baitursynuly Kostanay Regional University" (Kostanay); *On-line participation*

IAAR expert, student - Nuraldinova Marzhan Arkhatkyzy, 1st year student of the OP 7M04115 "Economics and Management", Non-profit limited company "Shakarim University" (Semey); *On-line participation*

Coordinator of the IAAR EEC - Bekenova Dinara Kairbekovna, IAAR project manager (Astana); *Off-line participation*

(III)   REPRESENTATION OF THE EDUCATIONAL ORGANIZATION

Toraighyrov University was established on the basis of the Pavlodar Industrial Institute, which was organized by the Resolution of the Council of Ministers of the USSR dated September 20, 1960 No. 1009 and the Council of Ministers of the Kazakh SSR dated October 25, 1960 No. 928. In 1992, the university was transformed into the Kazakh State Technical University, and in 1994 - into Pavlodar State University. A year later, the disbanded Pavlodar Pedagogical Institute became part of it. The university became known as Pavlodar State University named after S. Toraighyrov. In 2022, by the Resolution of the Government of the Republic of Kazakhstan, the university was transformed into a non-profit limited company "Toraighyrov University" with 100% state participation represented by the MSHE RK.

The University operates under license No. KZ43LAA00018924 dated September 28, 2020.

The university structure includes 9 faculties: Faculty of Architecture and Construction; Faculty of Humanities and Social Sciences; Faculty of Natural Sciences; Faculty of Engineering; Faculty of Computer Science; Faculty of Agricultural Sciences; Faculty of Economics and Law; Faculty of Energy; Faculty of Foundation. The university also has: a military department, an IT school, the Higher College of Toraighyrov University, and a Startup Academy.

The university provides training in 53 areas, 194 programs, including 29 doctoral programs, 74 master's programs, and 91 bachelor's programs.

The university provides training in 53 areas, 194 EPs, including 29 EPs - doctoral studies, 74 EPs - master's programs, 91 EPs - bachelor's programs. The university has on its balance sheet: 6 academic buildings; 2 dormitories (Student Campus No. 1 for 360 students and Student Campus No. 2 for 500 students); recreation center "Bayantau"; agrobiological station; auxiliary and utility rooms. The university buildings with an area of 63841.7 m2 belong to the university on the right of economic management and comply with current sanitary standards, fire safety requirements and the State Educational Standard. The university's material and technical base includes 167 classrooms, 65 laboratories, 24 computer rooms, 11 lecture halls, 8 reading rooms, technology parks and scientific and practical centers.

The Department of Economics trains personnel for the OP 7M04151 "Economics", 7M04152 "Management". The Head of the Department is Candidate of Economic Sciences, Associate Professor Titkov A.A. In the 2024-2025 academic year, the department employs 38 teaching staff, including 31 full-time people, including: 2 Doctors of Science, 13 Candidates of Science, 6 PhD, 10 Masters. The degree rate is 55.3%.

The number of Master's students enrolled in the 2024-2025 academic year is:
- 3 students in EP 7M04151 "Economics";
- 2 students in EP 7M04152 "Management".
Graduate employment rates:
- 100% in 2022 for EP 7M04151 "Economics" and 66.7% in 2023;
- 100% in 2022 for EP 7M04152 "Management" and 100% in 2023.

The University has a certificate of conformity of the quality system to the International Standard ISO 9001:2015 in relation to educational activities for the training of personnel, in accordance with the state mandatory standards of higher professional education in the areas in accordance with the licensing area (No. 212145 / A / 0001 / UK, 03.02.2024 - 23.02.2027).

The educational programs underwent international specialized accreditation in 2019 in IAAR for a period of 5 years: 7M04151 "Economics" (Certificate No. AB2550 / 2 dated 24.05.2019), 7M04152 "Management" (Certificate No. AB2552 / 2 dated 24.05.2019).

The department carries out research projects financed from the state budget: AP19676924 "Development of technology and promotion of ecological branding of the industrial complex of the region" (agreement No. 241/23-25/8 dated 03.08.2023), scientific supervisor - Associate Professor Davidenko L.M.; AP19676438 "Mechanism for ensuring balanced interaction between

the labor market and the education system in the context of digitalization of the economy" (agreement No. 8/23-25 dated 16.01.2024), scientific supervisor - Professor Arynova Z.A.

(IV)   DESCRIPTION OF THE PREVIOUS ACCREDITATION PROCEDURE

In accordance with the order No. 47-19-OD dated 24.04.2019 of the Independent Agency for Accreditation and Rating, from May 14 to 16, 2019, an external expert commission assessed the compliance of Pavlodar State University named after S. Toraighyrov with the standards of specialized accreditation of IAAR (dated "24" February 2017 No. 10-17-OD, fifth edition).

Composition of the previous EEC (2019):

Chairman – Skiba Marina Aleksandrovna, candidate of pedagogical sciences, associate professor, Narxoz University (Almaty);

Foreign expert – Galazova Svetlana Sergeevna, Doctor of Economics, Professor, K.L. Khetagurov North Ossetian State University (Vladikavkaz, Russian Federation);

Foreign expert – Garifullina Flyura Zinatovna, PhD in Pedagogical Sciences, Associate Professor, National Accreditation Agency in Education (Yoshkar-Ola, Russian Federation);

Expert – ZharkenovaSvetlana Bakhytovna, PhD in Law, Associate Professor, L.N. Gumilyov Eurasian National University (Nur-Sultan);

Expert – Linok Svetlana Albertovna, PhD in Political Sciences, Associate Professor, D. Serikbayev East Kazakhstan State Technical University (Ust-Kamenogorsk);

Expert - Rakisheva Aigul Kuanyshbaevna, PhD, Associate Professor, Kazakh University of Economics, Finance and International Trade (Nur-Sultan);

Expert – Zakirova Dilnara Ikramkhanovna, PhD, Turan University (Almaty);

Expert – Zholamanov Erlan Meiramovich, PhD, Associate Professor, Kazakhstan University of Engineering and Technology (Almaty);

Expert – Movkebaeva Zulfiya Akhmetvalievna, Doctor of Pedagogical Sciences, Professor, Kazakh National Pedagogical University named after. Abay (Almaty);

Expert – Abdykalykova Zhazira Yesenkeldievna, PhD, Associate Professor, Eurasian National University. L.N. Gumilyov (Nur-Sultan);

Expert – Mirzoeva Leila Yuryevna, Doctor of Philology, Professor, Suleyman Demirel University (Almaty);

Expert - Argingazina Sholpan Baikadievna, PhD, Kazakh National Women's Pedagogical University (Almaty);

Expert - Kuzbakova Gulnara Zhanabergenovna, candidate of art history, musicologist, associate professor, Kazakh National University of Arts (Nur-Sultan);

Expert - Madieva Galia Bayanzhanovna, candidate of pedagogical sciences, associate professor, Kazakh National University named after. al-Farabi (Almaty);

Expert - Nosieva Nazym Kazhimuratovna, PhD, Associate Professor, S. Seifullin Kazakh Agrotechnical University (Nur-Sultan);

Expert - Adilbekova Lyazzat Mahaikyzy, PhD, Kazakh National Women's Pedagogical University (Almaty);

Expert - Makhanova Lyayla Zamadinovna, PhD, Kazakh University of International Relations and World Languages named after Ablai Khan (Almaty);

Expert - Sabirova Dina Altaevna, PhD, Kazakh National Women's Pedagogical University (Almaty);

Expert - Kunakova Klara Umirzakovna, Doctor of Pedagogical Sciences, Professor, Kazakh University of International Relations and World Languages named after Abylay Khan (Almaty);

Expert - Smirnov Mikhail Borisovich, PhD, Professor, Shakarim University (Semey);

Expert – Kilibaev Erkebulan Omirlievich, PhD, Institute of Mechanics and Engineering Science named after academician U.A. Dzholdasbekov (Almaty);

Employer - Pitrakov Vladimir Yuryevich, Director of the Pavlodar Regional Branch of JSC ENPF (Pavlodar);

Employer - Ilyasova Bakhytzhan Ilyasovna, Regional Chamber of Entrepreneurs of Pavlodar Region (Pavlodar);

Student - Serikov Altynbek Aitpaevich, Innovative Eurasian University (Pavlodar);

Student – Akimniyazova Samal Shakizatovna, Pavlodar State Pedagogical University (Pavlodar);

Student - Kamelov Alisher Serikpaevich, Pavlodar State Pedagogical University (Pavlodar);

Agency Observer - Saidulaeva Malika Akhyadovna, Agency Project Manager (Nur-Sultan);

Agency Observer - Aimurzieva Aigerim Urinbaevna, Agency Project Manager (Nur-Sultan).

Recommendations to the university within the framework of the previous accreditation procedure for educational programs 7M04151 "Economics", 7M04152 "Management" (2019):

- complete the revision of the Strategic Plan and other strategic documents in 2019;

- clarify the uniqueness and individuality of the accredited educational programs as part of the revision of educational programs with a view to including them in the national list of the Bologna Process and Academic Mobility Center;

- continue the practice of advanced training in educational management programs for the university management, deans and heads of departments of the accredited educational programs;

- revise the format of the educational program development plan with a view to harmonizing it with the university's strategic documents;

- integrate individual plans and KPIs of the teaching staff, while ensuring their publication on the personal page of the teacher in the current information system;

- continue the development of the current information system with the aim of digitalizing the transition to planning the activities of the teaching staff and ensuring management actions (for example, cascading KPIs) in the context of the educational program;

- formalize approaches to determining learning outcomes in the context of including the educational program in the register;

- provide for the participation of students in meetings of collegial bodies that make decisions on the management of the EP;

- continue work on further development of cooperation with leading foreign and Kazakhstani universities in order to harmonize the content and develop joint/double-degree educational programs;

- when developing the content of the EP "6M050700-Management" use the concept of main and additional programs (major-minor);

- the management of the EP "6M050700-Management" shall ensure the opportunity to prepare students for professional certification (PMP (PMI) or CPM (IPMA), etc.);

- conduct organizational activities to monitor the EP in terms of analyzing the educational environment, compliance with goals, revising the structure taking into account changes in the needs of society and social partners;

- expand the number of social partners participating in the educational process;

- organize a School of Digital Economy for schoolchildren of the city and region with the organization of off-site classes;

- develop a target program of academic mobility and activate external academic mobility of students taking into account the analysis of their financial capabilities, as well as assist them in obtaining external grants for education;

- involve students more widely in research and development, form a permanent student society;

- develop an action plan and ensure its implementation to involve graduates in all areas of

the university's activities;

- develop an action plan to establish, develop and maintain relationships with graduates on an ongoing basis;

- stimulate the participation of teachers in academic mobility programs, joint scientific research with foreign partners and international projects;

- expand the involvement of the best foreign and domestic teachers, including practitioners, in the educational process;

- motivate the professional and personal development of teachers of the EP to apply advanced innovative teaching methods and information and communication technologies in the educational process, including in scientific research;

- consider the possibility of developing massive open online courses (MOOCs) as part of continuous training of specialists;

- expand scientific topics in accordance with the National Priorities of the Republic of Kazakhstan, paying special attention to the digitalization of Kazakhstan, the 4th industrial revolution;

- carry out work on regular updating of the material and technical base, accelerate the construction and commissioning of a new dormitory;

- expand free access to electronic information resources;

- continue work on the support system for students with disabilities;

- develop a plan for interaction with the public in the context of the implementation of state programs in the context of strategic documents;

- continue revising the structure of the website as part of the reengineering of the educational program in order to ensure the completeness of the publication of information on the specifics and results of training within the framework of the educational programs implemented therein and complete the posting of the main information;

- consider the possibility of including in the educational program courses or guest lectures, trainings on the development of communication skills, public speaking skills, the philosophy of success of top managers, entrepreneurs;

- include in the topics of diploma theses and master's dissertations complex qualifying works completed by order of enterprises, organizations and institutions;

- to strengthen practice-oriented training, for this purpose to organize office centers, trainings, etc., to make the work of branches real;

- to include in the topics of diploma theses and master's dissertations complex qualification works completed by order of enterprises, organizations and institutions;

- to more effectively develop and implement EP 6M050700 "Management" to reorganize and transfer management of these OPs to the departments that train specialists in the direction of "Business and Management".

At the meeting of the IAAR Accreditation Council on May 24, 2019, a decision was made on international specialized accreditation of educational programs 7M04151 "Economics", 7M04152 "Management" for a period of 5 years.

To implement the recommendations, an action plan was developed at the university. The results of the planned activities are reflected in the interim reports of Toraighyrov University.

Post-monitoring control to assess the implementation of the IAAR EEC recommendations, formed based on the results of specialized accreditation of EP 7M04151 "Economics", 7M04152 "Management" by the IAAR expert group was carried out at Toraighyrov University on April 4, 2023. Post-accreditation monitoring of the activities of Toraighyrov University was carried out within the framework of the action plan for the implementation of the EEC recommendations and was carried out in accordance with the requirements of the regulation on post-accreditation monitoring.

PThe results of post-accreditation monitoring for EP 7M04151 "Economics", 7M04152 "Management" demonstrated the following:

The University submitted supporting documents for the revision of the Strategic Plan and other strategic documents: the updated Development Strategy of NLC Toraighyrov University for 2020-2024, approved by the decision of the Board of Directors of Toraighyrov University, protocol No. 5 dated June 3, 2022; Action Plan for the implementation of the Concept for the Development of Higher Education until 2025 at NLC "Toraighyrov University"; Anti-corruption standard QMS SO 6.03.01-22 in accordance with the international anti-corruption standard ISO 37001-16 "Anti-corruption management system". The educational programs were reviewed and entered into the Register of Educational Programs of the Bologna Process and Academic Mobility Center as valid: 7M04151 "Economics" (01.11.2019, reg. No. 7M04100606), 7M04152 "Management" (24.11.2019, reg. No. 7M04100622). The uniqueness and individuality of the educational programs is based on their content and is determined by the corresponding learning outcomes.

Copies of certificates from the university management, the dean of the faculty and 2 heads of departments of the accredited educational programs on completing advanced training courses in educational management programs in the amount of 72 hours were presented. Based on the Long-term Development Plan of the Department, development plans for educational programs 7M04151 "Economics", 7M04152 "Management" for 2020-2022 were developed. No relevant documents were provided. At the same time, the Long-term Development Plan of the Department for 2023-2024 does not include the basic provisions and key indicators of the updated Development Strategy of Toraighyrov University NLC for 2020-2024, which shows insufficient work to implement this recommendation.

Since the 2020-2021 academic year, faculty reports have been generated in electronic format based on data from teachers' personal accounts, thereby ensuring the integration of faculty reports and their individual plans. The university continues and improves its work on integrating faculty reports and KPI indicators. However, no supporting materials have been provided for the implementation of this recommendation.

The university has an internal regulatory document governing the definition of learning outcomes - SO QMS 8.07.3-21 "Design and Development of Educational Services", approved by Order No. 3.2.1 03/209 Acting Deputy Chairman of the Board for Academic Affairs P. O. Bykov dated March 31, 2021. The university has given a description of the procedure for developing an educational program. The university provides for the mandatory participation of students in the work of Academic Councils when developing educational programs. The composition of the Academic Councils is indicated on the title pages of modular educational programs. All educational programs are reviewed by Expert Committees, which also include representatives of students. The composition of the Expert Committees is presented in the Approval Sheet in the structure of the modular educational program. Scanned copies of the Composition of the Academic Councils accredited by the EP, of which students and master's students are members, are presented. In addition, representatives of students are members of the Faculty Councils, as well as the Academic Council of the university. The Academic Council (approved on 02.10.2020, order No. 7.1-09/745) includes A.E. Amanzholova, a student of the Faculty of Power Engineering and Computer Science. Also, students and master's students are members of the Academic Ethics Committee at the faculty. The management of the accredited educational programs has carried out work on organizing employment and academic mobility with the direct participation of the University's Career Center. The University has organized work to attract employers to participate in the development of the educational program, which allows us to form the necessary professional competencies of graduates, adjust them and help students acquire practical skills and abilities.

Since 2021, the management of the accredited educational institutions has been negotiating the conclusion of letters of intent for double-degree education with the Financial University under the Government of the Russian Federation and Eastern Mediterranean University, North Cyprus, Famagusta. The Department of Economics cooperates with the Siberian University of Consumer Cooperatives as part of the development of educational programs. The following

agreements have been concluded with the university: an agreement on academic cooperation; a memorandum on scientific cooperation.

The management of the accredited educational institutions has been actively working on the development and implementation of a Minor program in the amount of 15 credits within the bachelor's degree educational programs. The development of Minor programs is regulated by the standard of QMS SO 8.07.3-21 - Design and development of educational services. Since 2021, the Minor programs Entrepreneurship, IT technologies, language learning, personal development have been implemented, and since 2022, the Minor Electronic Commerce has been implemented. Professional certification as an additional type of training for students is at the preparatory stage of implementation.

The management of the EP has carried out active work on monitoring the EP in terms of analyzing the educational environment, compliance with goals, revising the structure taking into account changes in the needs of society and social partners.

The management of the EP "6M050700-Management" concluded new contracts and agreements with 3 social partners: 07/08/2020, an Agreement on the organization of dual training (No. 27/1) was signed with MU Express Welding LLP; 08/05/2020, an Agreement on the organization of dual training (No. 010/21) was signed with AMINA LLP; 04/29/2021, an Agreement on the organization of a workplace for students (branch of the department) (No. 007/21) was signed with Halyk Bank of Kazakhstan JSC.

The management of the educational institution organized the "School of Digital Economy" for schoolchildren of the city and the region on the basis of the Faculty of Economics and Law, presented the Work Plan for 2019-2021 and the minutes of the faculty meetings on the work of the "School of Digital Economy". Based on the approved Plan, the leading teachers of the department conduct various events on an annual systematic basis. In the 2021-2022 and 2022-2023 academic years, the "School of Digital Economy" will be held on the basis of the M.M. The regional tournament of the competition "Bala business" was held in Kataev, Pavlodar (March 1, 2022, February 28, 2023), where the teaching staff of the Department of Finance and Accounting were members of the jury (Ksembayeva A.N., Altaybaeva Zh.K., Aiguzhinova D.Z., Mukhamedova M.M., Nurbaeva G.E., Shafeeva L.A.). Projects of students in grades 5-11 were submitted to the competition. Also, in the 2021-2022 and 2022-2023 academic years, senior lecturer of the Department of Finance and Accounting, Master of Economics and Business Tapalchinova A.S. was invited as a speaker of the "School of Young Businessman" within the framework of the regional tournament of the competition "Bala business" on the basis of the Palace of Schoolchildren named after M.M. Kataev, who made a report "Development of business thinking". It is recommended to update the Work Plan of the "School of Digital Economy" and strengthen the work on attracting schoolchildren to joint scientific research carried out by teachers of the departments. The management of the EP described information on the organization and implementation of external and internal academic mobility of students of the accredited EP for the reporting periods, listed domestic and foreign partner universities, but did not provide supporting documents on cooperation and there is no expansion of the range of mobility programs. The target program of academic mobility of students was not presented.

The management of the accredited educational institutions has carried out active research work of students and there are certain successful achievements in various scientific events of the international and national levels. Scanned copies of diplomas for winning places and certificates of participants were presented. However, there is no information on a permanent student society. The University has a Career Center, departments regularly participate in organizing and holding quarterly Job Fairs, organizing meetings with employers, holding monthly control events on the employment of graduates and submitting reports to the ToU Career Center. The Action Plan for the involvement of graduates in all areas of the University's activities and its implementation has not been presented.

At the university level, an updated Development Plan of the NLC "Toraighyrov University" for 2020-2024 has been presented, a Career Center is functioning, which, together

with the departments, regularly holds meetings with graduates, round tables and zoom meetings. However, the management of the accredited educational institutions has not presented an Action Plan for establishing and developing relations with graduates. The University is implementing the Erasmus+ project "Stimulating innovative approaches and entrepreneurial skills of students through creating conditions for graduate employment in Central Asia-TRIGGER". The project implementation period is 2021-2024. The total budget of the project is 999,573 euros. The budget of the Toraighyrov University NLC is 62,559 euros. It should be noted that the teaching staff is sufficiently active in participating in academic mobility programs and in implementing joint research work with partner universities. However, materials on stimulating the teaching staff in implementing these areas are not reflected and supporting documents on the mechanism for stimulating teachers are not presented.

The management of the accredited educational institutions has carried out active work to attract foreign and domestic teaching practitioners to the educational process.

Information and supporting documents on motivating the professional and personal development of teachers of the educational institution for the use of advanced innovative teaching methods and information and communication technologies in the educational process are not provided.

Internal regulatory documentation on the organization and functioning of massive open online courses at the university is not provided.

In order to effectively implement educational programs, the university management constantly strengthens and modernizes the material and technical resources for the accredited educational programs. Campus No. 3 of Toraighyrov University has not been put into operation due to the adjustment of the cost of the facility and the planned tentative launch of the dormitory is May 2023. Information on the implementation of this recommendation for the analyzed period, including documents confirming the purchase of specialized programs, equipment, etc. for a specific educational program, is not provided.

The public is informed about the activities of the university through the university website and pages on the social networks Facebook, Instagram. However, an approved Public Interaction Plan in the context of the implementation of state programs is not provided.

Information on the revision of the site structure as part of the reengineering of the educational program is not provided.

The university pays great attention to the development of communication skills, including public speaking skills, as well as attracting top managers and entrepreneurs. The following were invited: Sayasat Nurbek, who spoke about global trends, professions and skills of the future; the founder of the famous smart. point, ex-CEO of BIInnovation Amirkhan Omarov, who shared advice on time management, self-development, discipline, marketing and business; the founder of an international logistics startup Yerzhan Nauryzbayev, a technology entrepreneur - techpreneur, IT expert and mentor, etc. The management of the accredited educational programs organized dual training at JSC Halyk Bank, JSC Eurasian Bank. There are only copies of the concluded agreements, but no supporting documents on the organization of educational classes (a copy of the approved class schedule, syllabuses, etc.) are provided. During the analyzed period, the university concluded new contracts and agreements: on July 8, 2020, an Agreement on the organization of dual training was signed with MU Express Welding LLP (No. 27/1); on August 5, 2020, an Agreement on the organization of dual training was signed with AMINA LLP (No. 010/21); on April 29, 2021, an Agreement on the organization of a workplace for students (branch of the department) was signed with Halyk Bank of Kazakhstan JSC (No. 007/21), on April 29, 2021, an agreement on cooperation and partnership was signed with Eurasian Bank OJSC (No. C12-15 / 2021-5), there is also an agreement on the organization of dual training with HELENA-FINANCE LLP.

In the 2020-2021 academic year, EP 6M050700 "Management" was transferred to the Department of Economics as a result of reorganization.

Thus, for EP 7M04151 "Economics", 7M04152 "Management", out of 33 recommendations, 9 have been fully implemented, 24 are at the implementation stage, of which 19 have been implemented by 50% or less. The average degree of implementation of the EEC recommendations is 59.5%.

(V)   DESCRIPTION OF THE EEC VISIT

The work of the EEC was carried out on the basis of the approved Program of the visit of the expert commission for specialized accreditation of educational programs at Toraighyrov University from March 12 to March 14, 2025.

In order to coordinate the work of the EEC, an introductory meeting was held on March 12, 2025, during which powers were distributed among the commission members, the visit schedule was clarified, and agreement was reached on the selection of examination methods.

In order to obtain objective information on 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 university vice-rectors in areas of activity, heads of structural divisions, deans of faculties, heads of departments, teachers, students, graduates, and employers. A total of 63 representatives took part in the meetings (Table 1).

At the meeting of the IAAR EEC with target groups, the mechanisms for implementing the university policy were clarified and individual data presented in the self-assessment report were specified.

Table 1 - Information about participants in meetings with IAAR EEC:

Category of participants	Quantity
Vice-rectors	2
Heads of structural divisions	18
Deans	2
Heads of departments	2
Teachers	20
Students	6
Graduates	7
Employers	6
Total	**63**

During the visual inspection, the EEC members get acquainted with the state of the university's material and technical base, which ensures the organization of the educational process in EP 7M04151 "Economics", 7M04152 "Management": museum, student department, admissions office, library, reading room, gym, computer labs, as well as specialized rooms.

During the accreditation period, classes in EP 7M04151 "Economics", 7M04152 "Management" were not held in accordance with the academic calendar.

The EEC members visited the practice base: State Institution "Department of Entrepreneurship and Industrial-Innovative Development of Pavlodar Region".

In accordance with the accreditation procedure, a survey of 20 teachers and 6 students was conducted.

In order to confirm the information presented in the Self-Assessment Report, external experts analyzed the university's documentation. In addition, experts studied the university's online positioning through the university's official website www.tou.edu.kz.

As part of the planned program, recommendations for improving the accredited educational programs of the university, developed by the EEC based on the results of the examination, were presented at an online meeting with the management on March 14, 2025.

(VI)   COMPLIANCE WITH SPECIALISED ACCREDITATION STANDARDS

6.1. Standard "Management of the educational program"

✓ *The university should demonstrate the development of the program's goal and development strategy based on the analysis of external and internal factors with the broad involvement of various stakeholders.*

✓ *The quality assurance policy should reflect the connection between research, teaching and learning.*

✓ *The university demonstrates the development of a quality assurance culture.*

✓ *Commitment to quality assurance should apply to any activities carried out by contractors and partners (outsourcing), including the implementation of joint/dual diploma education and academic mobility.*

✓ *The program's management ensures the transparency of the development plan for the program based on the analysis of its functioning, the actual positioning of the university and the focus of its activities on meeting the needs of students, the state, employers and other stakeholders.*

✓ *The program's management demonstrates the functioning of mechanisms for the formation and regular review of the program's development plan and monitoring its implementation, assessing the achievement of educational goals, compliance with the needs of students, employers and society, and making decisions aimed at the continuous improvement of the program.*

✓ *The EP management should involve representatives of stakeholder groups, including employers, students and faculty, in the development of the EP development plan.*

✓ *The EP management should demonstrate the individuality and uniqueness of the EP development plan, its alignment with national development priorities and the development strategy of the educational organization.*

✓ *The university should demonstrate a clear definition of those responsible for business processes within the EP, the distribution of job responsibilities of personnel, and the delineation of the functions of collegial bodies.*

✓ *The EP management ensures the coordination of the activities of all persons participating in the development and management of the EP, and its continuous implementation, and involves all stakeholders in this process.*

✓ *The EP management should ensure the transparency of the management system, the functioning of the internal quality assurance system, including its design, management and monitoring, and the adoption of appropriate decisions.*

✓ *The EP management should implement risk management.*

✓ *The management of the educational program should ensure the participation of representatives of stakeholders (employers, faculty, students) in the collegial bodies governing the educational program, as well as their representativeness in decision-making on issues of educational program management.*

✓ *The university should demonstrate innovation management within the educational program, including the analysis and implementation of innovative proposals.*

✓ *The management of the educational program should demonstrate its openness and accessibility to students, faculty, employers and other stakeholders.*

✓ *The management of the educational program confirms the completion of training in educational management programs.*

✓ *The management of the educational program should strive to ensure that the progress achieved since the last external quality assurance procedure is taken into account in preparation for the next procedure.*

Evidential part

Management of EP 7M04151 "Economics" and 7M04152 "Management" is carried out in accordance with the Development Program of NLC "Toraighyrov University" for 2023-2029 (https://tou.edu.kz/arm/storage/files/65d840ee112081.39488597.pdf). Based on the university's mission – "Development of human capital and assistance in the formation of outstanding, socially responsible professionals of the digital age, harmonious and versatile individuals", the Development Program defines the strategic areas: development of academic activities; development of research activities; implementation of youth policy and social support for students; institutional development. The program clearly defines strategic goals, objectives and mechanisms for achieving them, and also conducts a SWOT analysis of external and internal factors. The university has formalized the procedures of the internal quality assurance system, which is based on the following documents: SO QMS 8.15.1-20 "Internal Quality Assurance System", DP QMS 9.1-01/04 "Data Analysis, Continuous Improvement of the Quality Management System" and a description of the processes set out in a series of internal documents posted in the public domain on the university's website (https://tou.edu.kz/ru/?option=com_content&view=article&id=7835). The responsible structural unit for this area is the Office of Strategy and Quality Management System. (https://tou.edu.kz/arm/storage/files/65af99073eb261.87773211.pdf).

The development of a quality assurance culture at the university is confirmed by the functioning of the internal quality assurance system and quality management certification. The university has a certificate of conformity ISO 9001:2015 (№212145/A/0001/UK, 03.02.2024 – 23.02.2027), which indicates a high level of organizational processes. Issues of academic

integrity are regulated by the Code of Academic Integrity (https://tou.edu.kz/arm/storage/files/612f3c1fd77900.12105839.pdf), and control over the originality of students' work is carried out through the "Antiplagiat-Kazakhstan VUZ" system (https://drive.google.com/file/d/1gNi_ReZkrAiCHmpu5jA3FBa1_5pGKkul/view). There is an Academic Policy (https://tou.edu.kz/arm/storage/files/612f3b8a28a745.72298776.pdf) и and the Code of Corporate Ethics (https://tou.edu.kz/arm/storage/files/63229d04cbb1d3.67254773.pdf). The university has implemented an international anti-corruption standard (https://tou.edu.kz/arm/storage/files/62eb85f4e8dc62.45110218.pdf), compliant with the requirements of ISO 37001-16, which further confirms the commitment to the principles of transparency and integrity. To monitor the quality of the educational process, a survey of students, faculty, employees and employers is conducted annually. The questionnaires are automatically distributed among respondents in their personal accounts, and the results are used to adjust the EP.

The connection between scientific research, teaching and learning is reflected in the university's focus on the integration of scientific and educational activities. The educational programs provide for the development of scientific research activities, active involvement of teachers and students in applied research. This is confirmed by the implementation of state scientific grants: AP19676924 "Development of technology and promotion of ecological branding of the industrial complex of the region" (agreement No. 241/23-25/8 dated 03.08.2023), supervisor - associate professor L.M. Davidenko; AP19676438 "Mechanism for ensuring balanced interaction between the labor market and the education system in the context of digitalization of the economy" (agreement No. 8/23-25 dated 16.01.2024), supervisor - professor Z.A. Arynova. The development of publication activity of the teaching staff, grant support for the scientific activities of young scientists, as well as the digitalization of the educational process testify to an integrated approach to the integration of science and teaching. The University uses the results of scientific research in the development and updating of educational programs.

Involvement of stakeholders in the development of the program development plan is implemented through academic and expert councils. Employers, students, teachers and representatives of the real sector of the economy participate in these structures. Thus, the Academic Committee for program 7M04151 "Economics" includes: Associate Professor Karimbergenova M.K., Senior Lecturer Amerkhanova A.Kh., Director of LLP "Service ERG" Pavlov D.V., Head of Department Titkov A.A., Master's Student Baimukhanova M.T.; for program 7M04152 "Management": Associate Professor Davidenko L.M., Senior Lecturer Kenzhetaeva G.K., Director of LLP "Service ERG" Pavlov D.V., Head of Department Titkov A.A., Master's Student Moldabaeva A.K. The expert council for OP 7M04151 "Economics", 7M04152 "Management" includes: Vice-Rector for Academic Affairs Bykov P.O., Director of the Department of Academic Activities Kasenov A.Zh., Head of the Academic Support Department Khasenova S.M., General Director of the Association of Legal Entities "Inter-Industry Association of Industrial Enterprises PROFLINE" K.V. Kuehne, Associate Professors Nurgalieva A.A., Mashrapov N.K. (order No. 15-09/239 dated 18.04.2024). Risk management at the university is regulated by the standard SO QMS 6.02.3-2022 "Risk Management" (https://tou.edu.kz/arm/storage/files/63c66580d2f825.95552089.pdf), they are assessed annually, and response mechanisms have been developed. The annual risk assessment is carried out by the Accreditation and Quality Management System Office together with the Department of Economics and Finance and the Department of Legal Support and Public Procurement. Based on the identified risks, measures are developed to minimize them, including the creation of favorable working conditions and regulation of payment to preserve the teaching staff, the activation of career guidance work, modification of prices for educational services, a system of mutual offsets for academic mobility, provision of deferments and benefits for tuition fees, and other measures.

The University demonstrates innovation management within the EP. The University

implements innovative teaching methods, digital technologies and elements of distance learning. The Scientific and Innovation HUB has been created (https://tou.edu.kz/arm/storage/files/660be0693d7ef5.31381617.pdf), which considers and implements innovative proposals. Computer technologies are used for strategic planning, electronic document management and optimization of work processes.

In order to create subjects of innovation activities that ensure the effective implementation of the process of using the results of scientific research and development aimed at improving production activities, economic, legal and social relations, as well as in order to create a unified university-wide innovation infrastructure, the Innovative and Technological Park "Ertis" operates at the university (Regulations on the Innovative and Technological Park "Ertis" (https://tou.edu.kz/arm/storage/files/66aa1c00bedf09.02980873.pdf).

A clear distribution of responsibilities in the management of the EP is confirmed by the existing organizational structure. At the university level, issues of EP development are considered by collegial bodies, among which the key ones are the University Academic Counci (https://tou.edu.kz/arm/storage/files/6188ccccc740d8.32659200.pdf), Educational and Methodological Council (https://tou.edu.kz/arm/storage/files/654cba7a0859e9.41579944.pdf), Scientific and Technical Council (https://tou.edu.kz/arm/storage/files/63c0e9fe002bb8.72349422.pdf), Faculty councils, department meetings and other structures. The composition of these bodies includes representatives of employers, faculty, students and other interested parties, which ensures a multi-faceted approach to the discussion and implementation of initiatives aimed at developing the EP.

The management of the OP underwent training in education management. Head of the Department Titkov A.A. from December 14 to 27, 2023 completed advanced training courses at the Kokshetau University named after A. Myrzakhmetov on the topic "Management in the Higher Education System" in the amount of 72 hours (https://drive.google.com/file/d/1QocskAOGJeM6JmqAw9aw5XmF2NnnaapA/view).

The openness and accessibility of the EP management is confirmed by interaction with students, teaching staff and employers through public discussions, surveys, as well as through the availability of contact information for responsible persons. The university website has a rector's blog (https://tou.edu.kz/ru/component/rblog).

Analytical part

The EEC confirms that the university has a quality policy that reflects the relationship between research, teaching and learning. The quality policy, as well as the main areas of university development, are published, accessible and posted on the university website. Activities to develop a culture of quality in the educational, research and educational process are reflected in the University Development Program and included in the work plans of structural divisions. The EEC notes that the university demonstrates EP management in the context of implementing strategic documents. It also notes the focus of the mission and vision on meeting the needs of the state, society, sectors of the real economy, and potential stakeholders. An analysis of the internal regulatory documents of the university demonstrated the absence of an act regulating the mechanism for developing, updating and monitoring EP development plans, which makes the process of planning EP development unsystematic and non-transparent. The introduction of such a document will ensure uniform requirements for the development of development plans, determine responsible persons, stages of work and mechanisms for taking into account the interests of all stakeholders, which will increase the validity of decisions, transparency of EP management and their compliance with the strategic goals of the university.

During the study of the submitted documentation, as well as during conversations with representatives of employers and students, their participation in the development of plans for the development of the educational programs was not confirmed. During the visit, the members of the EEC were presented with the Development Plan for educational programs of the Department

of Economics for 2024-2029, designed for educational programs 7M04151 "Economics", 7M04152 "Management", 7M04154 "Marketing", which indicates a lack of their individuality and uniqueness. The lack of individuality and uniqueness in the development plans of the educational programs may indicate a number of problems that may hinder the achievement of the set goals and objectives. Goals and objectives should be clearly adapted to the specifics of each educational program, taking into account its features and the needs of the labor market. Using the same activities for different educational programs may not be effective, since they may have different needs and problems. The lack of individual approaches to the development of each educational program may lead to inefficiency and loss of competitiveness of the program. In this regard, the EEC recommends developing specific goals and objectives for each EP, taking into account its unique characteristics and labor market needs; defining individual target indicators for each EP that reflect its features and goals; developing activities that will be specific to each EP and aimed at solving its unique tasks and problems; involving representatives of employers, graduates and students in the process of developing EP development plans to receive feedback and take their opinions into account; conducting regular monitoring of the implementation of development plans and making adjustments, if necessary, to ensure their relevance and effectiveness. The development plan for EPs 7M04151 "Economics", 7M04152 "Management" provides general information on risk management at the university as a whole (extract from QMS SO 6.02.3-2022 "Risk Management"). There are no risks that take into account the specifics of the EP. In the context of the accredited EPs, it is necessary to carry out systematic work on risk forecasting and analysis, as well as the formation of an appropriate risk map. The quality of this work can be ensured by training the management of the EP in risk management training programs. The EEC also recommends that when developing an internal regulatory document governing the process of developing EP development plans, requirements for risk management within the EP should be provided.

During the survey, 44.4% of the teaching staff (8 people) answered "very good" to the question "How much attention does the educational institution's management pay to the content of the educational program?", 55.6% - "good" (10 people).

To the question "How is the teaching staff's innovative activity encouraged?" 16.7% (3 people) answered "very good", 77.8% - "good" (14 people), 5.6% - "relatively bad" (1 person).

The results of the survey of students showed high satisfaction with the explanation of the rules and strategy of the educational program (100% (6 people) are completely satisfied).

100% of students (6 people) are completely satisfied with the level of accessibility and responsiveness of the management.

There are no strengths in EP 7M04151 "Economics", 7M04152 "Management".

Recommendations of the EEC for OP 7M04151 "Economics", 7M04152 "Management":

- By the end of the 2024-2025 academic year, develop an internal regulatory document regulating the process of development, regular review and monitoring of the implementation of development plans for educational programs.

- The EP management in the 2025-2026 academic year should review the EP development plans with the involvement of key stakeholders, identify the uniqueness and individuality of the EP development plans, and detail the development indicators by year.

- Monitor the implementation of the educational program development plans on an annual basis to meet target indicators, assess the achievement of educational goals, and meet the needs of stakeholders, and make decisions on this basis to continuously improve the educational program. The results of monitoring should be communicated to all interested parties.

- The university management shall ensure that the heads of the educational programs and other persons involved in the management of the educational program undergo risk management training by the end of the 2024-2025 academic year.

- The EP management shall conduct a detailed risk analysis for the EP before the start of the 2025-2026 academic year, specify measures to reduce the impact of risks, indicating measurable performance indicators, those responsible, and implementation deadlines.

Conclusions of the EEK on the criteria:

According to the standard "Management of the educational program" OP 7M04151 "Economics", 7M04152 "Management" have 12 satisfactory positions, 5 criteria require improvement.

6.2. Standard "Information Management and Reporting"

✓ *The university must ensure the functioning of the system for collecting, analyzing and managing information based on modern information and communication technologies and software.*

✓ *The management of the EP demonstrates the systematic use of processed, adequate information to improve the internal quality assurance system.*

✓ *The management of the EP demonstrates the existence of a reporting system reflecting the activities of all structural divisions and departments within the EP, including an assessment of their effectiveness.*

✓ *The university must determine the frequency, forms and methods of assessing the management of the EP, the activities of collegial bodies and structural divisions, and senior management.*

✓ *The university must demonstrate a mechanism for ensuring information security, including determining the persons responsible for the reliability and timeliness of information analysis and data provision.*

✓ *The university demonstrates the involvement of students, employees and faculty in the processes of collecting and analyzing information, as well as making decisions based on them.*

✓ *The management of the EP must demonstrate the existence of mechanisms for communicating with students, employees and other stakeholders, including conflict resolution.*

✓ *The university must ensure that the degree of satisfaction of the needs of students, faculty and staff within the framework of the EP is measured and demonstrate evidence of the elimination of identified deficiencies.*

✓ *The university must evaluate the effectiveness and efficiency of activities within the context of the EP.*

✓ *The information collected and analyzed by the university within the framework of the EP must take into account:*
  - ✓ *key performance indicators;*
  - ✓ *dynamics of the student body by form and type;*
  - ✓ *level of academic performance, student achievements and expulsion;*
  - ✓ *satisfaction of students with the implementation of the educational program and the quality of education at the university;*
  - ✓ *availability of educational resources and support systems for students;*
  - ✓ *employment and career growth of graduate.*

✓ *Students, teaching staff and personnel must provide documentary evidence of their consent to the processing of personal data.*

✓ *The management of the OP should facilitate the provision of necessary information in the relevant fields of science.*

Evidential part

The University ensures the functioning of the system of collection, analysis and management of information based on modern information and communication technologies and software. The University has an IT HUB (https://tou.edu.kz/arm/storage/files/65b0f0f199fd85.30203496.pdf), which is responsible for the development and maintenance of the information and educational environment. As part of the implementation of the credit system of education, an educational portal is functioning, integrated with the automated university management system (https://tou.edu.kz/ru/). It is integrated into the information system "e-Learning CDT", registered with the Committee on Intellectual Property Rights of the Ministry of Justice of the Republic of Kazakhstan in 2011 (certificate No. 741 dated May 10, 2011). The purpose of the system is to automate the management of the educational process, which confirms compliance with the requirements for the implementation of information technology for the management of the EP.

The University also has a Situation Center, whose tasks are: ensuring the protection of information from unauthorized use; providing analytics of all business processes of the University; monitoring and research of promising areas in academic activities; modeling the consequences of management decisions based on the use of information and analytical systems; expert assessment of decisions made and their optimization; monitoring the state of business processes with forecasting the development of the situation based on the analysis of incoming information; collection of operational information on the threat of emergency and crisis situations, its processing, generalization and exchange (https://tou.edu.kz/arm/storage/files/65b1e8664b6d84.67657426.pdf).

The EP management demonstrates the systematic use of processed information to improve

the internal quality assurance system. The university has automated workstations for teachers, students and staff, which allows for continuous monitoring of the academic process. The teacher's personal account provides the functions of maintaining academic journals, creating electronic courses, checking written work for plagiarism, and communicating with students. The student's personal account contains information about the individual learning path, academic calendar, class and exam schedule, and also allows testing and participation in surveys. The implementation of these systems confirms the structured and digitalized management of the EP.

The reporting system reflecting the activities of all structural divisions and departments, including the assessment of their effectiveness, is also implemented at the university. Information on the academic process includes data on students (personal data, academic performance, orders, curricula), EP, IEP, order archives, data on disciplines and educational and methodological complexes. As part of the assessment of the effectiveness of departments, the performance indicators of employees and teaching staff are taken into account. The university has developed a Regulation on the system of key performance indicators (KPI) of employees (https://tou.edu.kz/arm/storage/files/615e9a81991f34.16144093.pdf).

The frequency, forms and methods of assessing the management of the EP, the activities of collegial bodies and structural divisions are determined by the internal monitoring system. Control is carried out through automated reporting systems, questionnaires of teachers, staff and students, as well as on the basis of data on the dynamics of the contingent of students and their academic performance. Based on the results of monitoring, corrective measures are developed aimed at improving the quality of the EP. The University implements a mechanism for ensuring information security. All computers are united into a single domain network, access to information systems is provided through personal accounts with periodic password changes. The computer network is protected by Kaspersky Endpoint Security 10 antivirus software, and data is backed up twice a day. As part of the implementation of the requirements of the legislation on the protection of personal data, university employees provide consent to the processing of information, which is enshrined in their employment contracts. To ensure confidentiality and protection of information, the "Instructions for Ensuring the Safety of Information" have been developed (https://tou.edu.kz/arm/storage/files/65c5c0b1c973d6.80574819.pdf).

Students, teachers and staff are involved in collecting and analyzing information, as well as making decisions based on it. Automated systems allow students to track their progress, register for courses, request transcripts, and participate in surveys on the quality of education. Teachers fill out electronic journals, analyze student performance, and participate in adjusting the EP. The university's collegial bodies, including the Academic Council, analyze data on the quality of the educational process and make decisions to improve academic activities.

The EP management demonstrates the presence of communication mechanisms with students, teachers and other stakeholders. The university uses a feedback system, including scheduled meetings of the rector with the staff and students, curatorial hours, a blog of the rector and deans, official announcements on the university portal, information stands and sociological surveys. Existing communication channels allow stakeholders to promptly address questions, problems and suggestions. The university management considers incoming requests, records them in the minutes of meetings and makes decisions to eliminate problematic situations. The university has a conflict management system that includes preventive measures, complaint and appeal mechanisms, and the work of collegial bodies. To prevent conflicts, students and teachers are familiar with internal regulations governing their rights and obligations. An important role is played by a corporate culture based on academic honesty and respect for the rights of all participants in the educational process.

The level of satisfaction of the needs of students, teachers and staff is measured regularly. Automated surveys are organized in the personal accounts of users, which include questions about satisfaction with the implementation of the EP and the quality of education. The responsible department generates questionnaires, assigns them to respondents and analyzes statistics. Based on the results of the questionnaire, problem areas are identified, decisions are

made to eliminate them, which indicates the presence of a mechanism for continuous improvement of the educational process.

Evaluation of the effectiveness and efficiency of activities in the context of the EP is implemented through key performance indicators. The university analyzes the dynamics of the student body, academic performance, the level of expulsions, as well as student satisfaction with the EP and the availability of educational resources. In addition, monitoring of graduates' employment and their career growth is carried out. All information is systematized, analyzed and used to adjust the EP and strategic management of the university.

Ensuring the legal security of personal data processing is also implemented at the university. The employment contracts of employees and contracts with students include a clause on consent to data processing. The University complies with the requirements of the Law of the Republic of Kazakhstan "On personal data and their protection" dated May 21, 2013, No. 94-V. The EP management facilitates the provision of necessary information in the relevant fields of science. The University provides students and teachers with access to scientific electronic databases Clarivate Analytics, Elsevier, as well as full-text resources of the Republican Interuniversity Library, the Unified Electronic Library, PolPred.com, IPR Books. The University's electronic library is integrated with the educational portal and is accessible through users' personal accounts. The entire library system operates on the basis of the IRBIS ABIS, which allows for the automation of the processes of forming bibliographic lists and searching for scientific sources.

Analytical part

The university uses modern information technologies to collect, analyze and manage educational information, has automated reporting and monitoring systems, ensures data protection and provides access to digital educational resources.

During the study of the university documents, clearly defined and documented criteria for the effectiveness and efficiency of the EP were not found. This creates the need to formulate and record them, since the absence of key performance indicators can lead to a blurring of priorities, complicate monitoring and making informed management decisions. An annual assessment of the EP based on approved indicators will allow promptly identifying their strengths and weaknesses, making adjustments to the implementation of programs and increasing their compliance with the requirements of students, employers and the labor market. An analysis of internal regulatory documents, in particular QMS 8.15.1-20 "Internal Quality Assurance System" (Order No. 71-09/851 dated November 19, 2020), the Regulation on the Alumni Association (dated April 22, 2019), the Code of Academic Integrity (Amendment No. 1 dated August 29, 2019) and others, showed that they have not been updated for several years. This fact may mislead students, teachers and other stakeholders and create organizational difficulties in the planning and implementation of educational activities. To eliminate these risks and ensure that the regulatory framework complies with current requirements, including the university's QMS, it is necessary to audit internal documents and promptly make changes to them. In addition, the university is recommended to implement a systematic approach to regularly updating internal regulatory documents in accordance with ongoing changes in legislation and internal management. This will allow timely response to changes, eliminating the possibility of inconsistencies, will strengthen employee confidence and improve the quality of management of the educational process.

During the online survey of the faculty, the level of feedback from the faculty to the management was rated as "very good" by 38.9% of the faculty (7 people), and "good" by 61.1% (11 people).

38.9% of the faculty (7 people) were fully satisfied with their participation in making management decisions, and 61.1% (11 people) were partially satisfied.

50% of the faculty (9 people) rated the openness and accessibility of the university management to the teachers as "very good" and 50% as "good" (9 people).

At the same time, to the question "How does the university management and administration perceive criticism?" 5.6% of the faculty (1 person) answered "very good", 88.9% - "good" (16 people), and 5.6% - "relatively bad" (1 person).

An online survey of students showed:

- 100% (6 people) are completely satisfied with the content and informational content of the educational institution's website in general and the faculties in particular;

- 100% of students (6 people) are completely satisfied with the speed of response to feedback from teachers regarding the educational process;

- 100% of students (6 people) are completely satisfied with informing students about courses, educational programs and the academic degree they receive.

There are no strengths for OP 7M04151 "Economics", 7M04152 "Management".

Recommendations of the EEC for OP 7M04151 "Economics", 7M04152 "Management":

- In 2025, define and document the criteria for the effectiveness and efficiency of the EP, annually evaluate the EP based on the approved indicators.

- Before the start of the 2025-2026 academic year, conduct an audit and promptly update the internal regulatory documents. Regularly update the internal regulatory documentation in accordance with the requirements of the QMS, changes in regulatory legal acts in the field of higher and postgraduate education, the University Development Program, etc.

Conclusions of the EEK on the criteria:
According to the standard "Information Management and Reporting" OP 7M04151 "Economics", 7M04152 "Management" have 16 satisfactory positions, 1 criterion requires improvement.

6.3. Standard "Development and approval of the educational program"

✓ The university must demonstrate the existence of a documented procedure for the development of the EP and its approval at the institutional level.

✓ The university must demonstrate the compliance of the developed EP with the established objectives and planned learning outcomes.

✓ The management of the EP must determine the influence of disciplines and professional practices on the formation of learning outcomes.

✓ The university demonstrates the existence of a model of the EP graduate, describing the learning outcomes and personal qualities.

✓ The qualification awarded upon completion of the EP must be clearly defined, explained and correspond to a certain level of the NSC, QF-EHEA.

✓ The management of the EP must demonstrate the modular structure of the programme based on ECTS, ensure that the structure of the content of the EP corresponds to the set objectives with a focus on achieving the planned learning outcomes by each graduate.

✓ The management of the EP must ensure that the content of academic disciplines and learning outcomes correspond to each other and to the level of study (bachelor's, master's, doctoral).

✓ The management of the educational program must demonstrate that external examinations of the educational program have been conducted.

✓ The management of the educational program must provide evidence of the participation of students, faculty and other stakeholders in the development and quality assurance of the educational program.

✓ The management of the educational program must demonstrate the uniqueness of the educational program, its positioning in the educational market (regional/national/international).

✓ An important factor is the possibility of preparing students for professional certification.

✓ An important factor is the presence of joint and/or double-degree educational programs with foreign universities.

Evidential part

The development and approval of the EP is regulated by SO QMS 8.07.3-2021 "Design and Development of Educational Services", as well as SO QMS 8.10.7-23 "Requirements for Educational and Methodological Complexes of the Educational Program and Discipline", which confirms the existence of an established procedure. The EP design process covers several stages: preparation of marketing research to study the needs of the labor market, formation of an assignment for the design of educational services by the vice-rector for academic affairs, development of the structure of modules taking into account interdisciplinary connections, discussion of proposals of department teachers, consideration of the program at meetings of the

Academic and Expert Committees, the faculty council, the University Educational and Methodological Council and the Academic Council. After approval, the program is included in the Register of Educational Programs of the Ministry of Higher Education of the Republic of Kazakhstan. The developed EPs correspond to the established goals and planned learning outcomes. The goal of EP 7M04151 "Economics" - training highly professional economists focused on solving economic problems in the system of territorial economy at the meso- and national levels. The goal of the EP 7M04152 "Management" is to train highly qualified specialists capable of independent managerial, analytical and research work. The EP management demonstrates the modular structure of the programs based on ECTS and ensures that the content structure meets the goals set. The main regulatory document governing the development of the EP is the Order of the Minister of Science and Higher Education of the Republic of Kazakhstan dated July 20, 2022 No. 2 "On approval of the State Educational Standard of Higher and Postgraduate Education", as well as the requirements of the Dublin descriptors, the National and Sectoral Qualifications Frameworks, professional standards and other regulatory legal acts. EP 7M04151 "Economics" and 7M04152 "Management" include basic disciplines, compulsory components and optional modules, which confirms their compliance with the requirements of effective learning.

The development of the educational program is carried out by the Academic Committees formed in the areas of training or groups of educational programs of higher and postgraduate education. The committees include teachers, employers and students. Thus, the Academic Committee for educational program 7M04151 "Economics" includes: Associate Professor Karimbergenova M.K., Senior Lecturer Amerkhanova A.Kh., Director of LLP "Service ERG" Pavlov D.V., Head of Department Titkov A.A., Master's Student Baimukhanova M.T.; for educational program 7M04152 "Management": Associate Professor Davidenko L.M., Senior Lecturer Kenzhetaeva G.K., Director of LLP "Service ERG" Pavlov D.V., Head of Department Titkov A.A., Master's Student Moldabaeva A.K. (Order No. 15-09/239 dated 18.04.2024). The management of the EP determines the influence of disciplines and professional practices on the formation of graduates' competencies. The program structure includes industrial practice, experimental research work and final certification, which allow students to integrate theoretical knowledge with practical skills. The organization of practices is regulated by SO QMS 8.02.6-21 "General requirements for the organization and conduct of professional practices", and control is carried out through diaries-reports, characteristics of employers and final conferences. The university concludes long-term contracts with enterprises and government agencies for internships, which ensures a close connection with the labor market. The following organizations and enterprises of the city and region have been identified as practice bases: State Institution "Department of Entrepreneurship and Industrial-Innovative Development of Pavlodar Region", Rubikom LLP, State Institution "Apparatus of the Akim of Uspensky District", KPS Steel LLP, etc.

The university demonstrates the presence of a graduate model of the EP, describing the learning outcomes and personal qualities. The program includes competencies in the field of general education, socio-ethical, economic, entrepreneurial, organizational and managerial competencies, as well as professional knowledge in the relevant areas. Special competencies are formed depending on the requirements of the State Educational Standards, National Qualifications Standards, and Professional Standards, which confirms a clear focus on national and international quality standards. The qualification awarded upon completion of the EP is clearly defined, explained and corresponds to a certain level of the National Qualifications System and the European Qualifications Framework for Higher Education (QF-EHEA). Graduates receive the academic degree of "Master of Business and Management", which is confirmed by a state diploma with a Diploma Supplement containing information on the qualification, level of training, results and professional characteristics.

The content of the academic disciplines and expected learning outcomes correspond to the master's degree level. The compulsory component disciplines include "Foreign Language

(Professional)", "Management", "Psychology of Management", and the specialized disciplines are focused on market needs and scientific research. For example, EP 7M04151 "Economics" includes the modules "Management", "Economic Design and Forecasting", "Micro- and Macroeconomic Analysis: Theory and Practice", "Innovative Modeling of Business Processes" and "Final Certification", and EP 7M04152 "Management" includes the modules "Management", "HR Aspects of Crisis Management", "Materials and Methods of Research in Management" and "Management by Areas". The inclusion of industrial practices, research work and final certification ensures the practical focus of the EP. The OP management demonstrates the implementation of external program reviews. The expert committee includes representatives of the real sector of the economy, the academic community and the university administration, which confirms the objectivity of the assessment. The expert council for EP 7M04151 "Economics", 7M04152 "Management" includes: Vice-Rector for Academic Affairs Bykov P.O., Director of the Academic Activities Department Kasenov A.Zh., Head of the Academic Support Department Khasenova S.M., General Director of the Legal Entity "Inter-Industry Association of Industrial Enterprises PROFLINE" K.V. Kühne, Associate Professors Nurgalieva A.A., Mashrapov N.K. (Order No. 15-09/239 dated 18.04.2024).

External expertise covers the analysis of the program's compliance with labor market requirements, the logic of the educational process, and the competencies being developed. Business experts provide recommendations on the inclusion of necessary disciplines and participate in the development of diploma and master's these topics. The following reviews were submitted: for EP 7M04151 "Economics" from LLP "StrauB"; for EP 7M04152 "Management" from LLP "New Digital Technologies".

The management of the EP demonstrates the uniqueness of the EP and its positioning in the educational market. The programs take into account international standards, labor market requirements and innovative approaches. The uniqueness lies in the modular approach, integration of science, education and innovation, as well as the involvement of employers. The competitiveness of the EP is confirmed by the involvement of practitioners in teaching, regular professional development of the teaching staff and the compliance of the programs with market needs.

Analytical part

The university demonstrates the existence of a documented procedure for developing the EP, compliance of the programs with the learning objectives, modular structure, external examinations and stakeholder participation in the development of the EP. The programs provide a balance between theory and practice, take into account the needs of the labor market and are focused on achieving the planned learning outcomes. The EEC recommends intensifying the preparation of students for professional certification, including international, in order to provide graduates with a competitive advantage in the labor market. Passing certification confirms the level of knowledge, skills and competencies of students, making them more attractive to employers. International certification expands employment opportunities abroad and strengthens the university's reputation as an educational institution providing high-quality education. It also contributes to the development of international partnerships and increasing the prestige of the university on a global scale. A similar recommendation was given during the previous accreditation, but was not implemented.

The EP management should also strengthen its work on developing joint/dual-degree EPs with universities of the republic, near and far abroad. The university has a large number of cooperation agreements, and some experience in academic mobility of students and faculty. Joint and dual-degree EPs will allow the university to strengthen ties and partnerships with Kazakh and foreign educational institutions. This will facilitate the exchange of knowledge, advanced teaching methods and innovations, as well as enrich the educational experience for both students and teachers. A similar recommendation was given during the previous accreditation, but was not implemented.

The online survey of faculty conducted during the IAAR EEC visit demonstrated that the content of the educational program "very well" meets the needs of 44.4% of the surveyed faculty (8 people), "well" - 55.6% (10 people). 44.4% of the teaching staff (8 people) believe that the attention of the educational institution's management to the content of the educational program is "very good", 55.6% - "good" (10 people).

66.7% of the teaching staff (12 people) rated the support of the university and its management for the development of new educational programs as "very good", 33.3% - "good" (6 people).

The survey of students showed that 100% (6 people) are completely satisfied with the quality of educational programs in general.

There are no strengths for EP 7M04151 "Economics", 7M04152 "Management".

Recommendations of the EEC for EP 7M04151 "Economics", 7M04152 "Management":

- In the 2025-2026 academic year, conduct an analysis of professional certification programs, including international ones, determine the list of disciplines, the content of which is aimed at preparing students for professional certification; by the beginning of the 2026-2027 academic year, make appropriate adjustments to the content of the EP and academic disciplines.

- In the 2025-2026 academic year, develop an action plan to harmonize the content of the EP with similar EPs of Kazakhstani and foreign universities in order to form and implement joint and/or double-degree EPs.

Conclusions of the EEK on the criteria:

According to the standard "Development and approval of educational programs", EP 7M04151 "Economics", 7M04152 "Management" have 10 satisfactory positions, 2 criteria require improvement.

6.4. Standard "Continuous monitoring and periodic evaluation of educational programs"

✓ *The university must ensure that the structure and content of the EP is revised taking into account changes in the labor market, employers' requirements and the social demands of society.*

✓ *The university must demonstrate the existence of a documented procedure for monitoring and periodic evaluation to achieve the goal of the EP and continuously improve the EP.*

✓ *Monitoring and periodic evaluation of the EP must consider:*

✓ *program content in the context of the latest scientific and technological advances in a particular discipline;*

✓ *changes in the needs of society and the professional environment;*

✓ *workload, academic performance and graduation of students;*

✓ *effectiveness of student assessment procedures;*

✓ *needs and level of student satisfaction;*

✓ *compliance of the educational environment and support services with the goals of the educational program.*

✓ *The management of the educational program should publish information about changes to the educational program, inform interested parties about any planned or undertaken actions within the educational program.*

✓ *Support services should identify the needs of various groups of students and the degree of their satisfaction with the organization of training, teaching, assessment, and mastering of the educational program as a whole.*

Evidential part

The University demonstrates a systematic approach to revising the structure and content of the EP taking into account changes in the labour market, employers' requirements and the social demand of society. As part of the monitoring, employers, students and teaching staff are surveyed, and the satisfaction of all participants in the educational process is analyzed. Employers participate in the development of master's dissertation topics, make proposals for the inclusion of new disciplines in the EP and attend meetings of the State Attestation Commission, which confirms their influence on the educational process. The EP is reviewed once a year by the University Academic Council, and the key factors for the revision are the relevance of the EP content, compliance with national and global trends, changes in regulatory legal acts and employers' requirements.

Monitoring and periodic assessment of the EP is carried out within the framework of the quality management system based on internal regulatory documents. The documents regulate various types of monitoring, such as analysis of current academic performance, assessment of the quality of graduate training, organization of the educational process, teaching of disciplines, satisfaction of participants in the educational process, professional development of the teaching staff and other aspects. In accordance with the Rules for organizing the educational process according to the credit technology of education, monitoring is carried out through input control, current control, midterm control, midterm assessment and final state certification. Monitoring of academic performance and quality of mastering disciplines is based on the following procedures: testing, written exams, project defense, reports on research activities, practice diaries, which allows for a comprehensive assessment of the training of students. The university has QMS SO 9.01.6-22 "Monitoring and assessment of students' academic achievements", which confirms a standardized approach to monitoring the implementation of the EP.

Monitoring and periodic assessment of the EP cover all key aspects, including the content of the EP in the context of the latest achievements in science and technology. The University analyzes the relevance of disciplines, examines compliance with national and international standards, and makes adjustments based on expert assessments from representatives of business and the scientific community. The issue of student and employer satisfaction is analyzed through a survey conducted twice a year, and its results are used to improve the EP.

The University monitors the workload, academic performance and graduation of students, which allows assessing the effectiveness of the educational process. All information about students, including their academic performance, is stored in the Unified System of Higher Education Management of the Republic of Kazakhstan, which allows analyzing the dynamics of the contingent, the level of expulsions, academic performance and demand for graduates. The results of academic performance monitoring are considered at meetings of the University Academic Council, the Educational and Methodological Council and the Council of Faculties, which confirms their systematic use for adjusting the EP.

The effectiveness of student assessment procedures is ensured by the presence of clearly regulated standards. The assessment of academic performance is based on the principles of academic integrity, which is confirmed by internal regulatory documents. The State Attestation Commission includes experienced teachers, representatives of government agencies and businesses, which guarantees the objectivity of the final state certification. QMS standards, such as SO QMS 8.06.3-20 "Management of students' research activities" and SO QMS 8.02.6-21 "General requirements for organizing and conducting professional internships", regulate the procedures for monitoring the knowledge and practical training of students.

The adjustments are discussed at the department, academic and expert committees, faculty council and the University Academic Council, and after approval, the information becomes available on the educational portal. The revision of the EP takes into account changes in regulatory and legal acts, which is confirmed by the regular adaptation of the programs to the new requirements of the State Educational Standard.

The university support services actively identify the needs of various groups of students and the degree of their satisfaction with the educational process. The survey covers learning conditions, material and technical, methodological and information support, organization of the educational process, accommodation, meals, and leisure. In addition, the university uses boxes for complaints and suggestions, as well as a feedback system through students' personal accounts, the rector's blog, and curatorial hours. The data collected as a result of monitoring is used to annually improve educational programs taking into account the needs of society, employers' requirements and feedback from students and teachers.

As part of the functioning of the quality management system, the university annually conducts inspection control for compliance of the main processes with the international quality standard ISO 9001:2015.

Analytical part

The university demonstrated the presence of a systematic approach to revising the EP, a documented monitoring procedure, mechanisms for monitoring academic performance, surveys of students and employers, as well as tools for making changes based on the data obtained.

As a result of the analysis of the self-assessment report, materials from the official website and online conversations with university employees, the EEC notes that the university is taking measures to regulate the process of monitoring and evaluating the EP. The monitoring mechanisms are described and implemented within the framework of the current quality management system.

The submitted documents indicate that all activities carried out on the basis of monitoring are reflected in the university documentation: in the decisions of the Academic Council, the rector's office, in the documents of departments, as well as in activities developed based on the results of internal and external audits, analysis of the functioning of the QMS and corrective actions related to identified or potential inconsistencies.

Monitoring and assessment of students' academic achievements is carried out in accordance with the principles of academic integrity and the academic policy of the university.

The analysis of educational and methodological documentation showed that the assessment systems used by teachers do not always demonstrate sufficient efficiency and compliance with modern requirements of the educational process. This can lead to a discrepancy between assessment methods and the set educational goals and a decrease in students' motivation to study. Regular and systematic monitoring of the effectiveness of assessment systems will help identify their strengths and weaknesses, assess the degree of compliance with the requirements of educational programs and labor market demands. The results of such monitoring will help develop recommendations for teachers aimed at introducing more objective, transparent and effective assessment methods, which will ultimately contribute to improving the quality of the educational process and the level of training of graduates.

According to the results of the faculty survey, 55.6% (10 people) believe that the knowledge students receive at this university corresponds "very well" to the realities of the requirements of the modern labor market, 38.9% rate it "good" (7 people), 5.6% - "relatively bad" (1 person).

50% of the faculty (9 people) believe that the university's curricula develop students' ability to analyze situations and make forecasts "very well", 50% - "good" (9 people).

100% of students (6 people) are completely satisfied with the academic workload and the requirements for students.

100% of students (6 people) expressed complete agreement that the material offered by the teacher is relevant and reflects the latest achievements of science and practice.

100% (6 people) are completely satisfied with the objectivity and fairness of the teachers. 83.3% (5 people) completely agree that the assessment criteria used by the teacher are understandable, 16.7% (1 person) agree.

There are no strengths for EP 7M04151 "Economics", 7M04152 "Management".

Recommendations of the EEC for EP 7M04151 "Economics", 7M04152 "Management":

- The EP management shall annually monitor the effectiveness of assessment systems used by teachers within the framework of academic disciplines; the results of the monitoring shall be discussed at meetings of the collegial governing bodies.

Conclusions of the EEK on the criteria:

According to the standard "Continuous monitoring and periodic assessment of educational programs", EP 7M04151 "Economics", 7M04152 "Management" have 10 satisfactory positions.

6.5. Standard "Student-centered learning, teaching and assessment of academic performance"

✓ *The management of the educational program should ensure respect and attention to various groups of students and their needs, providing them with flexible learning paths.*

✓ *The management of the educational program should ensure that teaching is based on the latest achievements of world science and practice in the field of study, using various modern teaching methods and assessment of learning outcomes that ensure the achievement of the educational program goals, including competencies and skills for performing scientific work at the required level.*

✓ *The management of the educational program should determine the mechanisms for distributing the students' academic workload between theory and practice within the educational program, ensuring that each graduate masters the content and achieves the educational program goals.*

✓ *An important factor is the availability of its own research in the field of teaching methods for the educational program disciplines.*

✓ *The university should ensure that the learning outcomes assessment procedures correspond to the planned educational program results and goals.*

✓ *The university should ensure consistency, transparency and objectivity of the educational program learning outcomes assessment mechanism, publication of the assessment criteria and methods in advance.*

✓ *Assessors must be proficient in modern methods of assessing learning outcomes and regularly improve their skills in this area.*

✓ *The EP management must demonstrate the existence of a feedback system on the use of various teaching and assessment methods.*

✓ *The EP management must demonstrate support for learners' autonomy while providing guidance and assistance from the teacher.*

✓ *The EP management must demonstrate the existence of a procedure for responding to student complaints.*

Evidential part

The University demonstrates respect and attention to various groups of students and their needs by providing flexible learning paths. As part of the student-centered approach, students are assigned advisors who provide consultative support in choosing courses and building an individual curriculum. Students can independently choose courses and teachers, forming an educational path in accordance with the needs of the labor market. This process is regulated by the "Rules for registering students for courses and teachers" (https://drive.google.com/file/d/1RMwKdkle98xh-EREeQvBqRo203C0SfOz/view?usp=share_link), ensuring maximum individualization of learning.

The management of the EP ensures teaching based on the latest achievements of world science and practice. The master's programs include disciplines in English (Foreign Language (professional), Management Psychology, Modern Problems of Economics, E-business), which contributes to the academic mobility of students and their integration into the international scientific community. The university introduces interactive and innovative teaching methods, including video lectures, case studies, critical thinking methods, brainstorming, business games, which confirms the use of relevant teaching methods. When developing the EP, the research carried out by the Department of Economics in the field of teaching methods of disciplines is taken into account, which is confirmed by the presence of copyright certificates, implementation certificates and publications. In January 2023, research was carried out for JSC "Center for Human Resources Development" to develop short-term courses in popular professions and skills in the fields of "Marketing and Management" and "Business and Management". Scientific supervisors - Professor Ernazarov T.Ya., Professor Titkov A.A., Master of Economics Sherimova N.M. The purpose of the study is to update the reference databases of the Unified Information System of the Social and Labor Sphere through the development of relevant courses. The developed courses have been tested and posted on the Republican platform Skills.Enbek. The management of the EP has determined the mechanisms for distributing the academic load between theoretical training and practical training. The structure of the EP includes theoretical disciplines, industrial practice, experimental research work and final certification, which ensures a balance between theory and practice. The catalog of elective disciplines is regularly updated taking into account the opinions of employers, and practice programs are developed by departments jointly with partner organizations. The University enters into agreements with enterprises, creating practice bases and conditions for academic mobility of students.

The university demonstrates the presence of its own research in the field of methods of teaching disciplines. Teachers of the Department of Economics conduct research in the field of teaching specialized disciplines, which is confirmed by author's certificates, implementation certificates and scientific publications. Professor Dontsov S.S. developed electronic teaching aids

"Methodology of Teaching Economic Disciplines" (Certificate No. 34120 dated 03/29/2023) and "Theory and Practice of Effective Project Management" (Certificate No. 32752 dated 02/16/2023). Professor Davidenko L.M. is the author of the monograph "ESG - Transformation of Socio-Economic Systems" (Certificate No. 49351 dated 09/02/2024). Joint work of Bekniyazova D.S., Bespaly S.V., Kaidarova S.E. and Davidenko L.M. - the monograph "Innovative and Technological Development of the Republic of Kazakhstan: Regional Aspect" (Certificate No. 29966 dated 03.11.2022). The study "Development of an entrepreneurship program for the Shcherbakty district of the Pavlodar region", created by V.P. Shelomentseva, Zh.K. Altaybaeva, N.K. Mashrapov and M.K. Karimbergenova, also received legal protection. The Department of Economics carries out research within the framework of grant funding with the subsequent integration of the results into the educational process. The following projects are being implemented: AP19676924 "Development of technology and promotion of ecological branding of the industrial complex of the region" (agreement No. 241/23-25/8 dated 03.08.2023), supervisor - associate professor L.M. Davidenko; AP19676438 "Mechanism for ensuring balanced interaction between the labor market and the education system in the context of digitalization of the economy" (agreement No. 8/23-25 dated 01/16/2024), scientific supervisor - professor Arynova Z.A.

The university regulates monitoring of students' academic performance through current, midterm monitoring and final assessment, which corresponds to the standard of the QMS 9.01.6-22 "Monitoring and assessment of students' academic achievements". Knowledge assessment procedures include testing, written exams, project defense, and the results of midterm assessment are recorded in the university's electronic LMS system.

The university uses a point-rating system, where the final result is calculated on the basis of current monitoring, midterm monitoring and final assessment. Admission to exams is carried out automatically based on the admission rating, and students who have not scored the minimum points are given the opportunity to complete their exams according to the schedule.

The feedback system on the use of various teaching methods is implemented through student surveys, meetings of department methodological councils and monitoring the use of innovative technologies. The university analyzes student satisfaction with the educational process. Surveys show that 85% of respondents are satisfied with the quality of education, and the remaining 15% are more satisfied than not. The EP management supports the autonomy of students with simultaneous guidance from teachers. Students independently create individual educational plans, and advisers (Regulations on the work of an adviser - https://tou.edu.kz/arm/storage/files/63770266418701.10659383.pdf) help them choose subjects and teachers. Additionally, students are given the opportunity to take online courses on the Skills.Enbek platform, which expands their educational opportunities.

The University has developed and implemented a procedure for responding to student complaints. Appeals on grades are considered by the Appeals Committee in accordance with the Rules of the Appeals Committee (https://tou.edu.kz/arm/storage/files/652641ccf2fb78.93888519.pdf). Complaints about the academic process are accepted through suggestion boxes, students' personal accounts, and the rector's blog, which ensures a quick response to emerging problems.

Analytical part

In the modern educational space, teaching requires the integration of world scientific achievements, modern teaching and assessment methods. The analysis revealed that currently teachers do not always apply modern approaches to teaching and assessment, limiting themselves to traditional methods, which reduces the attractiveness of educational programs for students and their compliance with international standards. The development and implementation of a plan of training activities for teaching staff will create conditions for mastering advanced technologies and methods of teaching and assessment. This will allow teachers to update their approaches to organizing classes, make them more interactive and aimed at developing key

competencies of master's students. The introduction of a feedback system will allow assessing the effectiveness of the implemented changes, identifying the strengths and weaknesses of the updated approaches and making the necessary adjustments.

The analysis of the syllabi showed that the existing procedures for assessing learning outcomes do not always correspond to the stated planned results and objectives of the EP. In some cases, the criteria and methods of assessment do not ensure transparency and consistency, and in some cases they are completely absent, which limits the ability of students to prepare for completing assignments in accordance with the established requirements. Such a situation can reduce the objectivity of the assessment, undermine students' trust in the educational process and negatively affect the motivation of students. Bringing the assessment procedures in line with the objectives of the EP, developing a transparent and consistent mechanism, as well as publishing the criteria and methods of assessment in advance will not only increase the objectivity and transparency of the process, but also improve the quality of the educational process as a whole. This will also ensure a better understanding by students of the expected learning outcomes and increase their involvement in the educational process.

66.7% of the teaching staff (12 people) believe that teachers can use their own teaching strategies "very well", 33.3% - "well" (6 people). 77.8% of the teaching staff (14 people) can use their own teaching methods "very well", 22.2% (4 people) can use them "good".

66.7% of the teaching staff (12 people) rate the possibilities of using innovations in the learning process "very well", 33.3% - "good" (6 people).

38.9% of the teaching staff (7 people) rated the level of stimulation and involvement of young specialists in the educational process "very well", 61.1% - "good" (11 people).

100% of students (6 people) are completely satisfied with the quality of teaching.

100% of students (6 people) completely agree that the university provides equal opportunities to all students.

100% (6 people) completely agree that the teacher uses effective teaching methods.

There are no strengths for EP 7M04151 "Economics", 7M04152 "Management".

Recommendations of the EEC for EP 7M04151 "Economics", 7M04152 "Management":

- In order to master modern teaching methods and improve the efficiency of the learning outcomes assessment procedure, the EP management shall carry out annual planning of the participation of the teaching staff in scientific and methodological seminars and conferences, as well as training in advanced training programs on modern learning outcomes assessment methods.

- In order to ensure the objectivity of learning outcomes assessment within individual disciplines, the EP management shall organize work by the beginning of the 2025-2026 academic year to revise the syllabuses of academic disciplines for the presence of assessment criteria for all types of control provided for by the academic disciplines.

Conclusions of the EEK on the criteria:
According to the standard "Student-centered learning, teaching and assessment of academic performance", EP 7M04151 "Economics", 7M04152 "Management" have 8 satisfactory positions, 2 criteria require improvement.

6.6. Standard "Students"
✓ *The university must demonstrate the policy for forming the student body and ensure transparency and publication of the procedures governing the life cycle of students (from admission to completion).*
✓ *The management of the educational program must provide for special adaptation and support programs for newly admitted and foreign students.*

✓ *The university must demonstrate the compliance of its actions with the Lisbon Recognition Convention, including the existence and application of a mechanism for recognizing the results of academic mobility of students, as well as the results of additional, formal and informal education.*

✓ *The university must provide opportunities for external and internal academic mobility of students, as well as assist them in obtaining external grants for education.*

✓ *The university must encourage students to self-education and development outside the main program (extracurricular activities).*

✓ *An important factor is the presence of a mechanism for supporting gifted students.*

✓ *The HEI must demonstrate cooperation with other educational organizations and national centers of the "European Network of National Information Centers on Academic Recognition and Mobility/National Academic Recognition Information Centers" ENIC/NARIC in order to ensure comparable recognition of qualifications.*

✓ *The HEI must provide students with internships, demonstrate the procedure for facilitating the employment of graduates, maintaining contact with them.*

✓ *The HEI must demonstrate the procedure for issuing graduates with documents confirming the qualification received, including the achieved learning outcomes.*

✓ *The management of the EP must demonstrate that graduates of the program have skills that are in demand in the labor market and that these skills are really relevant.*

✓ *The management of the EP must demonstrate the existence of a mechanism for monitoring the employment and professional activity of graduates.*

✓ *An important factor is the existence of an active association/association of graduates/*

Evidential part

The formation of the contingent of students is carried out through the placement of a state educational order for the training of scientific personnel, as well as through payment for tuition by citizens' own funds and other sources. Students are admitted to the EP on a competitive basis in accordance with the requirements of the Ministry of Education and Science of the Republic of Kazakhstan, based on the results of passing the UNT or CT. The University has demonstrated the presence of a documented policy for the formation of the contingent of students, regulated by the standards of the quality management system, as well as the regulations of the Admissions Committee, academic mobility and student support. The procedures for admission, training and graduation are published on the University's website (https://tou.edu.kz/ru/component/abitur), ensuring transparency of the process.

The issues of organizing admission, forming the contingent, as well as the results of admission are considered at meetings of collegial bodies. The formed contingent of students by forms of training is approved by the rector. The contingent of students in EP 7M04151 "Economics", 7M04152 "Management" is presented in Table 2.

Table 2 – Dynamics of the contingent of accredited educational programs

EP	2021-2022	2022-2023	2023-2024	2024-2025
7M04151 "Economics"	4	2	-	3
7M04152 "Management"	1	2	-	2
Total	5	4	-	5

Adaptation programs for new and foreign students are implemented through meetings with representatives of the Admissions Committee, departments of academic and social support, departments, migration police and other structures. Foreign students are provided with language courses in Kazakh, Russian and English. Social infrastructure is also provided: accommodation on campus, access to the library, Wi-Fi, medical services, recreation and leisure areas. Academic mobility of students is supported at the institutional level. The university has an Academic Mobility Center, which conducts a competitive selection of students to participate in mobility programs, helps with paperwork, and provides advice on opportunities for participation in foreign programs and grants. Information about partner universities and mobility conditions is available on the university website, and announcements are posted in the personal accounts of students and faculty. As part of the implementation of academic mobility programs, the university has concluded agreements with a number of foreign and Kazakhstani universities, including the Karaganda University named after Academician E.A. Buketova, Kyrgyz State Technical University named after I. Razzakov, Siberian University of Consumer Cooperatives and others.

Compliance with the Lisbon Recognition Convention is ensured through the development of a mechanism for recognizing academic mobility and credit transfer (https://tou.edu.kz/arm/storage/files/62135b00ba6ba7.14654290.pdf). The University actively cooperates with the Bologna Process and Academic Mobility Center of the Ministry of Education and Science of the Republic of Kazakhstan, which is part of the ENIC/NARIC information network. The University demonstrates the availability of a credit transfer mechanism like ECTS, approved by internal regulatory documents. Self-education and extracurricular activities of students are stimulated through student participation in scientific projects, conferences, student organizations, sports events and volunteer programs. The University has a student self-government system and a number of youth organizations: Volunteer Squad "LaVie Dobro", ToU Oner, Enactus, Atameken, Student Theater "Murager", Radio ToU FM, Debate Club "President", "Zhastar Ruhy" Zhastar Kanaty, "Soltustik Liga", etc. (https://tou.edu.kz/ru/?option=com_content&view=article&id=9925).

The mechanism for supporting gifted students includes a discount program for master's students with a high GPA, who passed the session with excellent marks, as well as for orphans, people with disabilities, and students with one parent. The decision on discounts is made by the Student Service Center (https://tou.edu.kz/arm/storage/files/62ea054b182d50.77219585.pdf).

Assistance in the employment of graduates is organized through constant communication with employers, job fairs, monitoring of employment and internships. The University has an approved standard of QMS 8.01.4-21 "Management of the process of distribution and employment of graduates" (https://tou.edu.kz/ru/?option=com_docs).

Information on employment of graduates of EP 7M04151 "Economics", 7M04152 "Management" is presented in Table 3.

Table 3 – Dynamics of employment of graduates of the EP

Name of the OP	2022			2023		
	Issue, people	Employed, people	% employment	Issue, people	Employed, people	% employment
7M04151 "Economics"	3	3	100	3	2	66.7
7M04152 "Management"	1	1	100	2	2	100

Work with graduates is carried out through the alumni association, which participates in the life of the university, holds meetings, and provides information on employment (https://tou.edu.kz/arm/storage/files/609ce5d9ed8894.55495816.pdf). The University also maintains an electronic database of graduates, which is updated quarterly, tracking their employment through the Interdepartmental Settlement Center for Social Payments.

Monitoring of graduate employment is carried out through questionnaires, feedback from employers, analysis of data on pension contributions, the "Graduate" system of the Ministry of Labor and Social Protection of the Population. Documented monitoring mechanisms allow us to assess the relevance and demand for graduates in the labor market.

Issuance of documents on qualifications and training results is ensured in accordance with national requirements (https://tou.edu.kz/arm/storage/files/63f4525bb25688.39893819.pdf). Graduates receive a standard diploma, transcript, and a Diploma Supplement (optional), which details the knowledge gained, level of qualification, and academic performance.

Analytical part

The EEC members confirm that the university implements a transparent and regulated policy for the formation of the contingent of students, which covers the full life cycle of the educational process and is based on national regulations and internal documents of the university. The experts also note that the university provides graduates with documents confirming the qualifications received. These documents reflect the achieved learning outcomes,

the status and content of the education received, which meets the established requirements and contributes to the recognition of graduates' qualifications. An analysis of the dynamics of the contingent of master's students demonstrates the understaffing of groups over several years. The management of the EP should take measures to increase the contingent of master's students, focusing on strengthening interaction with large industrial enterprises in the region, offering targeted and corporate programs, as well as flexible training formats. It is important to analyze the needs of the labor market and adapt the EP to the requests of employers, strengthening the practical focus and attractiveness of training. In addition, the marketing strategy should be activated, including the promotion of programs through digital channels, career guidance events and partnership agreements with enterprises. These measures will improve the profitability of the educational program, increase extra-budgetary funding and strengthen the university's position in academic rankings.

The opportunity for students to participate in external and internal academic mobility are cooperation agreements with partner universities of Kazakhstan, as well as agreements with universities in the near and far abroad. However, the VEK experts noted low academic mobility among students in the accredited educational programs. During the conversation with students, it was revealed that during the period under review, none of the students traveled within the framework of academic mobility. The leadership of the educational program should develop a strategy for the development of academic mobility of students aimed at expanding partnership agreements with foreign and domestic universities, active participation in exchange programs and double degrees. It is important to improve the mechanisms of financial and organizational support for students, integrate international experience into the educational process. Additionally, it is recommended to strengthen information work among graduate students, motivating them to participate in mobility programs. These measures will increase the competitiveness of the university, improve the quality of training specialists and strengthen international cooperation. A similar recommendation was given during the previous accreditation, but was not implemented. The EEC members noted the lack of results in the activities of the Alumni Association. On the university website, in the Alumni Association section, there is an outdated Regulation on the activities of this organization. A survey conducted during the interview showed that graduates of the EP do not know about the existence of this association. The university management should initiate the active development of the Alumni Association, aimed at strengthening ties with graduates and involving them in the life of the university. It is important to develop interaction mechanisms, including regular meetings, participation of graduates in educational and career events, as well as the creation of a platform for professional networking. It is recommended to introduce a loyalty system and charitable programs, involving graduates in supporting the university, including through mentoring and sponsorship. These measures will enhance the prestige of the university, expand the career opportunities of students and strengthen the academic community. A similar recommendation was given during the previous accreditation, but was not implemented.

The results of the survey of students showed that:
- 100% (6 people) are completely satisfied with the availability of academic counseling;
- 100% (6 people) are completely satisfied with the availability of health care services;
- 100% (6 people) are completely satisfied with the availability of library resources;
- 100% (6 people) are completely satisfied with the existing educational resources;
- 100% (6 people) are completely satisfied with the relationship between student and teacher.

There are no strengths for EP 7M04151 "Economics", 7M04152 "Management".

Recommendations of the EEC for OP 7M04151 "Economics", 7M04152 "Management":

- The EP management shall develop an action plan to increase the number of Master's students by the end of the 2024-2025 academic year.

- Develop an action plan to develop external and internal academic mobility of students by the beginning of the 2025-2026 academic year.

- Develop and approve a roadmap for the functioning of the University Alumni Association by the beginning of the 2025-2026 academic year.

Conclusions of the EEK on the criteria:

According to the standard "Students" of EP 7M04151 "Economics", 7M04152 "Management" have 9 satisfactory positions, 3 criteria require improvement.

6.7. Standard "Teaching staff"

✓ *Invited faculty members), professional growth and development of staff, ensuring professional competence of the entire staff.*

✓ *The university must demonstrate compliance of the qualitative composition of the faculty members with the established qualification requirements, university strategy, and the goals of the educational program.*

✓ *The leadership of the educational program must demonstrate the change in the role of the teacher in connection with the transition to student-centered learning and teaching.*

✓ *The university must provide opportunities for career growth and professional development of the faculty members, including young teachers.*

✓ *The university must involve specialists from relevant fields in teaching, who have professional competencies that meet the requirements of the educational program.*

✓ *The university must demonstrate the presence of a mechanism for motivating the professional and personal development of the faculty members.*

✓ *The university must demonstrate the widespread use of information and communication technologies and software by the faculty members in the educational process (for example, online learning, e-portfolio, MOOCs, etc.).*

✓ *The university must demonstrate its focus on developing academic mobility, attracting the best foreign and domestic teachers.*

✓ *The university must demonstrate the involvement of each teacher in promoting the culture of quality and academic integrity at the university, determine the contribution of the faculty, including invited ones, to achieving the goals of the EP.*

✓ *An important factor is the involvement of the faculty in the development of the economy, education, science and culture of the region and the country*

Evidential part

The university's personnel policy is objective and transparent, which is confirmed by the presence of regulatory documents (Rules for the employment of NLC "Toraighyrov University" (https://tou.edu.kz/arm/storage/files/6348ece8776599.54260631.pdf), Rules on the procedure for remuneration and bonuses for employees (https://tou.edu.kz/arm/storage/files/661395321934c4.57790267.pdf), Rules of employment in NLC "Toraighyrov University" (https://tou.edu.kz/arm/storage/files/654b6b55503c51.45654479.pdf), regulating the recruitment, professional growth and development of the teaching staff. The procedure for recruiting teaching staff is carried out in accordance with the labor legislation of the Republic of Kazakhstan, as well as with the Qualification characteristics of teaching staff positions established at the institutional level (https://tou.edu.kz/arm/storage/files/6672ca5e5208d7.61275308.pdf). The competition for filling positions includes stages of testing, interviews, creative reports and protection of author's developments. All decisions of the competition committee are documented, and the voting process is open or secret. Information about vacant positions is posted in the media and on Internet resources, which ensures transparency of the employment process.

The quality of the teaching staff complies with the established qualification requirements and the university strategy. The university has developed an HR strategy (https://tou.edu.kz/arm/storage/files/660649ef9722d1.20147331.pdf). The University strictly adheres to the standards for the ratio of the number of teachers and students. An important criterion is that the teachers have academic degrees and titles, as well as active participation in scientific activities, which is confirmed by publications in journals included in the Scopus and SHEQAC databases. The University encourages the professional development of employees through a system of categories assigned depending on achievements. According to the staffing schedule, the accredited educational institutions are staffed with teaching staff as follows (Table 4):

Table 4 – Quantitative and qualitative composition of the teaching staff in the 2024-2025 academic year

Academic year	Total PTS	Staff PTS	Staff PTS				Sedateness, %
			Doctors of Science	Candidates of Science	PhD	Masters	
2019-2020	18	18	1	7	1	8	50
2020-2021	33	30	1	14	3	14	50
2021-2022	34	30	-	15	3	14	50
2022-2023	33	27	1	10	5	11	45
2023-2024	36	29	2	13	3	11	50
2024-2025	38	31	2	13	6	10	55,3

In connection with the transition to student-centered learning, the role of the teacher is changing, which is reflected in the Regulation on Advisors (https://tou.edu.kz/arm/storage/files/63770266418701.10659383.pdf). Each student receives support from an advisor who helps to build an individual learning path. Teachers use active teaching methods, such as case studies, problem-based learning, brainstorming and SMART technologies. To assess the effectiveness of teaching methods, monitoring of student feedback is carried out, as well as internal trainings and seminars to improve teaching skills. The university provides opportunities for career growth and professional development of teaching staff, especially for young teachers. The university has a mentoring institute (Mentoring at TOU (https://tou.edu.kz/arm/storage/files/6628e0e714dbd0.75101181.pdf). According to the Plan for Advanced Training, teachers annually undergo internships and advanced training courses at leading universities in Kazakhstan and abroad. (https://tou.edu.kz/arm/storage/files/65e558becde7e5.41340454.pdf). The University has a Talent Management Center. (https://tou.edu.kz/arm/storage/files/673b0b92c80c41.62563118.pdf), coordinating the development of employees, and a motivation system is in place through material payments, bonuses and participation in scientific projects (Regulations on the Employee Incentive Commission (https://tou.edu.kz/arm/storage/files/63b6682e33b511.02697553.pdf).

Specialists from the real sector of the economy are involved in teaching. The University also participates in the program of attracting foreign specialists to universities of the Republic of Kazakhstan, within the framework of which lectures and seminars with the participation of international experts are regularly held. The mechanism for motivating the professional and personal development of the teaching staff includes a bonus system, support for scientific research and participation in grant projects (Regulations on the system of key performance indicators (KPI) of employees (https://tou.edu.kz/arm/storage/files/615e9a81991f34.16144093.pdf). The university monitors satisfaction with working conditions, which allows identifying the needs of teachers and making the necessary changes to the personnel policy. The university's teachers widely use information and communication technologies and software in the educational process. For example, e-portfolios, massive open online courses (MOOCs), digital educational platforms (IPR SMART), and LMS systems are actively used. The university regularly organizes seminars on digital technologies, including courses on working with the Elsevier and Scopus platforms.

The University creates conditions for the development of academic mobility of the faculty, providing opportunities for the exchange of experience and professional growth. In 2023, Doctor of Social Sciences, Professor V.P. Shelomentseva completed an international internship in the Republic of Belarus "Organization of Business Processes in the Agro-Industrial Complex of the Republic of Belarus"; in 2023, Candidate of Economic Sciences, Professor of the Department of Economics A.A. Titkov taught at the Financial University (Russia). Academic mobility and attracting foreign teachers are important areas of the University's personnel policy. Within the framework of the Erasmus+ programs, the Senior Expert Service (Germany) and other

international initiatives, scientists from various countries are invited. For example, Professor Milika Mirkovic (Montenegro), Candidate of Economic Sciences Inna Shamrai (Russia) and other specialists visited the University. The faculty is actively involved in promoting a culture of quality and academic integrity at the University. The University implements initiatives on academic integrity, conducts trainings and develops internal regulations aimed at preventing violations in the educational process. A disciplinary commission operates (Regulations on the disciplinary commission (https://tou.edu.kz/arm/storage/files/679cc6f5717ee5.72745438.pdf).

In addition, the university's teachers participate in the development of the economy, education, science and culture of the region and the country. Projects are being implemented to develop strategies for the development of the economy of various regions of Kazakhstan, study migration processes, develop environmental branding of industrial enterprises and other topical issues. Teachers also take part in public events, charity events, clean-up days and scientific and practical conferences.

Analytical part

In general, the university's personnel policy meets the established requirements. It includes transparent hiring procedures, ensures professional growth of teachers, promotes the implementation of student-centered learning, actively attracts specialists from the real sector of the economy and international experts, and applies modern educational technologies.

The members of the IAAR EEC confirm that the university's personnel policy is implemented in accordance with the development strategy and is aimed at meeting the university's needs for professional labor resources. All procedures of the university's personnel policy are transparent and accessible, strictly documented and meet the requirements of the current legislation.

The commission also noted that the academic mobility of the teaching staff is insufficiently developed. Increasing the academic mobility of teachers and attracting leading scientists to the educational process is an important condition for integrating the university into the global educational space. In the context of globalization and rapidly growing competition among universities, academic mobility is becoming an integral part of the professional development of the teaching staff, allowing them to exchange experiences, master advanced educational technologies and implement the best world practices in the educational process. Despite the presence of individual cases of teachers going abroad, their number is insufficient given the total number of teaching staff of the department. This indicates the need for more active work to create conditions for the participation of employees in international conferences, exchange programs, internships and other forms of professional mobility. A similar recommendation was given during the previous accreditation, but was not implemented. In addition, the involvement of leading domestic and foreign scientists in the educational process allows enriching the educational program with modern approaches, increasing their competitiveness and creating a unique educational environment that will contribute to the professional and personal development of students. The development and implementation of systemic measures in this direction will allow the university to achieve significant success in the process of integration into the global educational space. A similar recommendation was given during the previous accreditation, but was not implemented.

According to the results of the faculty survey conducted by the IAAR EEC experts, it was established that:

- the university provides opportunities for the faculty to use their own innovations in education - "very good" - 66.7% (12 people) and "good" - 33.3% (6 people);

- the faculty assess the support of the university and its management for research activities as "very good" - 33.3% (6 people), "good" - 66.7% (12 people);

- 44.4% of the faculty (8 people) assess the organization of work on academic mobility as "very good", "good" - 55.6% (10 people);

- the level of ability of the teaching staff to combine teaching with scientific research is "very good" - 16.7% (3 people), "good" - 72.2% (13 people), 11.1% - "relatively bad" (2 people);

- 27.8% of the teaching staff (5 people) are completely satisfied with the terms of remuneration, 66.7% (12 people) are partially satisfied, 5.6% (1 person) are not satisfied.

- 66.7% (12 people) are completely satisfied with the working conditions, the list and quality of services provided at the university, 33.3% (6 people) are partially satisfied. - provision of a social package: rest, spa treatment, etc. 44.4% of the teaching staff (8 people) are fully satisfied, 44.4% (8 people) are partially satisfied, 5.6% are not satisfied (1 person), 5.6% found it difficult to answer (1 person).

There are no strengths for EP 7M04151 "Economics", 7M04152 "Management".

Recommendations of the EEC for OP 7M04151 "Economics", 7M04152 "Management":

- By the beginning of the 2025-2026 academic year, develop and begin implementing an action plan to expand external and internal mobility of teaching staff in the context of educational programs and attract foreign and domestic teachers.

Conclusions of the EEC on the criteria:

According to the standard "Teaching staff" EP 7M04151 "Economics", 7M04152 "Management" have 10 satisfactory positions.

6.8. Standard "Educational Resources and Student Support Systems"

✓ *The university must guarantee that the infrastructure and educational resources, including material and technical resources, meet the goals of the educational program.*

✓ *The management of the educational program must demonstrate the sufficiency of classrooms, laboratories and other facilities equipped with modern equipment that ensure the achievement of the educational program goals.*

✓ *The university must demonstrate that the information resources meet the needs of the university and the educational programs being implemented, including in the following areas:*

✓ *technological support for students and faculty in accordance with educational programs (e.g. online learning, modeling, databases, data analysis programs);*

✓ *library resources, including a collection of educational, methodological and scientific literature on general educational, basic and specialized disciplines on paper and electronic media, periodicals, access to scientific databases;*

✓ *examination of research results, final works, dissertations for plagiarism;*

✓ *access to educational Internet resources;*

✓ *functioning of WI-FI on its territory.*

✓ *The university must demonstrate that it creates conditions for conducting scientific research, integrating science and education, publishing the results of scientific research work of the teaching staff, employees and students.*

✓ *The university must strive to ensure that the educational equipment and software used to master educational programs are similar to those used in the relevant sectors of the economy.*

✓ *The management of the educational program must demonstrate the availability of procedures for supporting various groups of students, including information and consulting.*

✓ *The management of the educational program must demonstrate the availability of conditions for the student to advance along an individual educational trajectory.*

✓ *The university must take into account the needs of various groups of students (adults, working people, foreign students, as well as students with special educational needs).*

✓ *The university must ensure that the infrastructure meets safety requirements.*

Evidential part

The University ensures that its infrastructure, educational resources and material and technical base meet the goals of the EP, which is confirmed by the work of the specialized IT-HUB unit and the technical support department. These structures perform the functions of technical maintenance of the computer park, software modernization, network communications support, as well as the creation and maintenance of electronic educational resources. The University's computer park has 1,302 units of equipment, 370 of which are used directly in the educational process, which allows students to work with up-to-date software and access educational resources at any time. For the efficient use of IT resources, centralized access to the local network, Internet resources and internal databases has been organized, which facilitates the

integration of digital technologies into the educational process. The University has on its balance sheet: 6 academic buildings; 2 dormitories (Student Campus No. 1 for 360 students and Student Campus No. 2 for 500 students); recreation center "Bayantau"; agrobiological station; auxiliary and utility rooms. The university buildings with an area of 63841.7 m^2 belong to the university on the basis of economic management rights and comply with current sanitary standards, fire safety requirements and the State Standard of Education. The total area of sports halls, open sports grounds (except for the stadium) is 4698 m^2. For organizing meals for students and employees of the university, there are canteens and catering points in two academic buildings. The total area of catering facilities is 989.61 m^2, the number of seats is 516. The university has 3 medical centers (6 offices) for servicing employees and students, equipped with medical equipment, inventory, medicines, disinfectants and sterilizers necessary for providing emergency and primary medical care.

The material and technical base of the university includes 167 classrooms, 65 laboratories, 24 computer labs, 11 lecture halls, 8 reading rooms, technology parks and scientific and practical centers, which fully meets the requirements of the EP. For research work, specialized laboratories are used, equipped with modern equipment that allows for experiments, modeling and data analysis. In addition, the university has created multimedia rooms equipped with interactive whiteboards, multimedia projectors and computer systems, which allows the use of modern teaching technologies. Technological support for students and teaching staff is provided through the educational portal, which includes personal accounts of students and teachers, a distance learning system, as well as educational process management modules such as "Electronic Library", "Antiplagiat", "Testing" and others. The library resources of the university include a library collection of 866,992 copies of educational, methodological and scientific literature in Kazakh, Russian and English, as well as access to electronic databases. The library has an electronic catalog containing more than 213,723 records, providing convenient search and access to literature. The university is subscribed to 200-220 titles of periodicals, which allows students and teachers to keep abreast of modern scientific and industry publications. Electronic educational resources include video lectures, electronic teaching aids, mobile learning applications developed jointly with the faculty and registered as intellectual property.

An important element of the educational process is the system of checking scientific and student works for plagiarism. The university has an Antiplagiarism subsystem (license code: 171U-500P-MANC-1018-79DJ, 03.01.2025 - 02.01.2026), covering texts in Kazakh, Russian and English, which ensures academic integrity and quality control of scientific research. The percentage of acceptable borrowing is determined by departments depending on the type of work and EP. When checking written works for plagiarism, the university is guided by MI QMS 4.03.2-22 Checking written works for plagiarism. Students and teachers have access to educational Internet resources through the university Wi-Fi network, which operates throughout the campus. The university's Internet provider is Jusan Mobile JSC, providing access to the network at a speed of 1 Gbit / s. The university infrastructure includes a server complex with a Polycom QDX-6000 videoconferencing system, a CISCO CUVA-V2-24BUN webcam, an automatic Novec 1230 fire extinguishing system, as well as uninterruptible power supply and climate control systems.

The university actively develops scientific research, integrating science and education. The university has research laboratories, specialized technology parks, scientific and practical centers and coworking spaces. To support research activities, internal grant funding programs have been developed, as well as mechanisms to facilitate the publication of scientific articles in international journals indexed in Scopus and Web of Science. The Student Design Bureau operates (https://tou.edu.kz/arm/storage/files/65b1df84a7ebe8.75909184.pdf).

To ensure an individual educational trajectory, students can choose elective courses, teachers, participate in academic mobility programs, and also receive consultations from advisors and teachers (Rules for registering students for disciplines and teachers (https://tou.edu.kz/arm/storage/files/6526423b188d39.73349797.pdf). The Student Service

Center operates on the principle of a "single window", providing a wide range of educational and administrative services, including registration of academic certificates, credit transfer, issuance of transcripts and organization of social support. The University takes into account the needs of various categories of students, including adults, working students, international students and individuals with special educational needs. For students with disabilities, an inclusive education program has been developed, including the adaptation of classrooms, the installation of ramps, the re-equipment of sanitary areas, and the introduction of special technical equipment. The volunteer service provides assistance in training, and the University's information resources are adapted for visually impaired and hearing impaired students. A Regulation on the procedure for organizing inclusive education has been developed (https://tou.edu.kz/arm/storage/files/6362353bb9f0a9.97170047.pdf).

Ensuring safety is a priority for the university. The university has developed the standard SO QMS 8.03.4-20 "Safety Process Management", which regulates measures for labor protection, fire safety and sanitary and epidemiological requirements. The campus is equipped with video surveillance systems, round-the-clock security, fire-fighting equipment and an emergency notification system. Medical care is provided through three health centers equipped with everything necessary for providing primary care and vaccinations..

Analytical part

In general, educational resources and student support systems meet the qualification requirements: there are the necessary classrooms, computer labs, equipped with educational equipment. The available classroom fund of the EP as a whole meets the need for classrooms of students, which ensures the organization of classes. The University creates all the necessary conditions for the active development of scientific activities of the teaching staff and students. The high level of scientific activity of the faculty is confirmed by a significant number of publications in reputable scientific journals, monographs and textbooks, which contributes to the dissemination of advanced knowledge and increases the academic prestige of the university. Teachers are actively involved in grant research, attracting funding for the implementation of scientific projects and the development of priority areas of science. An important component is the integration of scientific activity into the educational process, including the involvement of students and graduate students in scientific research, their participation in grants and publications, which forms research competencies in students and prepares them for professional activities. A significant number of copyright certificates and patents testify to the practical significance of scientific developments, their demand and the innovative potential of the university.

Thanks to the organization, 66.7% of the faculty (12 people) are fully satisfied with the quality of food at the University, 27.8% (5 people) are partially satisfied, and 5.6% (1 person) found it difficult to answer.

72.2% of the faculty (13 people) are fully satisfied with the organization and quality of medical care, 16.7% (3 people) are partially satisfied, and 5.6% (1 person) are dissatisfied and found it difficult to answer.

61.1% of the faculty (11 people) rate the sufficiency and availability of the necessary scientific and educational literature in the library as "very good", 38.9% - "good" (7 people).

According to the results of the survey of students:

- 100% of students (6 people) are fully satisfied with classrooms and auditoriums for large groups;

- 100% (6 people) are fully satisfied with student lounges;

- 100% (6 people) are completely satisfied with the available computer classes; - 83.3% (5 people) are completely satisfied with the dormitory provision, 16.7% found it difficult to answer (1 person).

Strengths in EP 7M04151 "Economics", 7M04152 "Management":
-    The University creates all the necessary conditions for the active development of scientific activity, ensuring a high level of publication activity of the teaching staff, participation in grant research, integration of science and education, as well as the involvement of students in scientific work, which contributes to the development of research competencies and the implementation of innovations.

There are no recommendations from the EEC for EP 7M04151 "Economics", 7M04152 "Management".

Conclusions of the EEC on the criteria:
According to the standard "Educational resources and student support systems" EP 7M04151 "Economics", 7M04152 "Management" have 1 strong, 11 satisfactory positions.

6.9. Standard "Informing the Public"
✓ *The university guarantees that the published information is accurate, objective, relevant and reflects all areas of the university's activities within the framework of the educational program.*
✓ *Informing the public should include support and clarification of national development programs for the country and the system of higher and postgraduate education.*
✓ *The university management should use a variety of methods of disseminating information (including the media, web resources, information networks, etc.) to inform the general public and interested parties.*
✓ *Information about the educational program is objective, relevant and should include:*
    ✓ *the purpose and planned results of the EP, the qualification awarded;*
    ✓ *information and the system of assessing the academic achievements of students;*
    ✓ *information on academic mobility programs and other forms of cooperation with partner universities, employers;*
    ✓ *information on the opportunities for developing personal and professional competencies of students and employment;*
    ✓ *data reflecting the positioning of the EP in the educational services market (at the regional, national, international levels).*
✓ *An important factor is the publication of reliable information about the teaching staff on open resources, broken down by individuals.*
✓ *The university must post information and links to external resources based on the results of external assessment procedures.*
✓ *An important factor is the posting of information about cooperation and interaction with partners, including scientific/consulting organizations, business partners, social partners and educational organizations.*

Evidential part
The University guarantees the accuracy, objectivity and relevance of the published information, covering all areas of activity within the educational program. This is achieved by systematically updating data on the official website of the University https://tou.edu.kz/ru/, in social networks (Facebook, Instagram, Telegram, TikTok, YouTube) and various media. The University publishes information on the educational programs being implemented, the faculty, academic mobility opportunities, promising areas of scientific research, graduate employment results and other significant aspects of the University's activities. The University also actively cooperates with national and regional news agencies, which allows for a wide audience coverage. Informing the public covers not only issues related to the functioning of the University, but also includes support and clarification of national development programs for the country and the higher education system. In particular, publications in university media cover the implementation of state initiatives, such as the modernization of the educational system of Kazakhstan, the development of digitalization in education, support for scientific research and the integration of Kazakhstani universities into the global educational space. The university actively covers the participation of teachers and students in international educational and scientific programs, competitions, conferences and grant projects, demonstrating the university's involvement in the implementation of the national education strategy.

The university administration uses a variety of methods to disseminate information. In addition to the official website and social media accounts, the university publishes materials in national and regional news portals (for example, BNEWS.KZ, Pavlodarnews.kz, Tengrinews.kz, KAZINFORM). Articles are regularly published in print media (Kazakhstanskaya Pravda, Egemen Kazakhstan, Zvezda Priirtyshya), and radio and television reports are organized on national TV channels (Khabar, KTK-7, 24.kz). It is important to note that an active presence in social networks allows the university to quickly interact with various categories of users,

including applicants, students, their parents, employers and the public. Information about academic mobility programs and cooperation with partner universities is posted in the Academic Mobility Center section. The university actively participates in exchange programs, concludes agreements with foreign universities and provides students with the opportunity to do internships at foreign universities. Information about international partners, opportunities to receive grants for studying abroad and rules for participation in competitive selection are available. The university actively informs students about opportunities to develop professional and personal competencies, as well as employment prospects. The Career section publishes vacancies that are relevant for graduates, information about job fairs and meetings with employers. The university maintains interaction with leading companies in the region, which allows graduates to find work in their specialty. An important area is providing students with information about prospects for professional growth, internships and internship opportunities.

The university's website presents the results of external evaluation procedures, data on the university's participation in national and international rankings of educational programs. Particular attention is paid to informing the public about cooperation with partners. The university actively interacts with employers, scientific organizations, consulting companies, business structures and educational institutions. Information about such partnerships is regularly updated on the website and includes information about joint projects, scientific research, internships, invited lecturers and grant initiatives.

Analytical part

The university's openness policy ensures a high level of awareness among stakeholders. The university uses all available communication channels to disseminate reliable and up-to-date information about its activities. The openness of the university, the availability of a transparent data publication system, and active interaction with the public and partners contribute to the formation of a positive image of the university and strengthen the trust of applicants, students, parents, and employers. At the same time, the analysis of the website showed that the published information is not always presented in a timely manner, and its content could be more complete and detailed. The university's website does not fully disclose the competitive advantages of the university and the accredited educational programs in the educational services market. In particular, coverage of the educational process, scientific achievements, and interaction with partners is presented fragmentarily and insufficiently broadly, which limits the ability of the target audience to form a holistic understanding of the educational program. In this regard, it is recommended to ensure regular publication of up-to-date and detailed information that reflects the key aspects of the educational program's activities. This practice will increase information openness, strengthen trust in the university, and improve the perception of the educational program by potential applicants, students, and partners.

The members of the EEC, having studied the university website, found that the information on the teaching staff was last updated in 2021. In this regard, it is strongly recommended to update the information on the teaching staff and establish a process for their systematic updating in order to meet the requirements of information transparency, ensure the reliability of the data and strengthen the image of the EP.

A survey of students conducted during the online visit of the IAAR EEC showed that student's express satisfaction with the content and information content of the university website in general and faculties in particular (100% - 6 people); informing students about the requirements for successfully completing a given specialty (100% - 6 people); informing students about courses, educational programs and the academic degree received (100% - 6 people).

There are no strengths for EP 7M04151 "Economics", 7M04152 "Management".

Recommendations of the EEC for EP 7M04151 "Economics", 7M04152 "Management":

- The EP management should ensure regular publication on the university website of information that reflects the educational process, scientific achievements, interaction with partners and other key aspects important for forming a holistic view of the EP.

- Before the start of the 2025-2026 academic year, the EP management is recommended to update the information about the teaching staff on the university website and ensure its regular updating at the beginning of each semester.

Conclusions of the EEC on the criteria:

According to the standard "Informing the public" EP 7M04151 "Economics", 7M04152 "Management" have 11 satisfactory positions.

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

According to the standard "Educational Program Management":
There are no strengths for EP 7M04151 "Economics", 7M04152 "Management".

According to the standard "Information Management and Reporting":
There are no strengths for EP 7M04151 "Economics", 7M04152 "Management".

According to the standard "Development and approval of educational programs":
There are no strengths for EP 7M04151 "Economics", 7M04152 "Management".

According to the standard "Continuous monitoring and periodic evaluation of educational programs":
There are no strengths for EP 7M04151 "Economics", 7M04152 "Management".

According to the standard "Student-centered learning, teaching and assessment of academic performance":
There are no strengths for EP 7M04151 "Economics", 7M04152 "Management".

According to the standard "Students":
There are no strengths for EP 7M04151 "Economics", 7M04152 "Management".

According to the standard "Teaching staff":
There are no strengths for EP 7M04151 "Economics", 7M04152 "Management".

According to the standard "Educational resources and student support systems":
Strengths in EP 7M04151 "Economics", 7M04152 "Management":
- The University creates all the necessary conditions for the active development of scientific activity, ensuring a high level of publication activity of the teaching staff, participation in grant research, integration of science and education, as well as the involvement of students in scientific work, which contributes to the development of research competencies and the implementation of innovations.

According to the standard "Informing the public":
There are no strengths for EP 7M04151 "Economics", 7M04152 "Management".

According to the standard "Standards in the context of individual specialties":
There are no strengths for EP 7M04151 "Economics", 7M04152 "Management".

(VIII)   REVIEW OF QUALITY IMPROVEMENT RECOMMENDATIONS FOR EACH STANDARD

According to the standard "Educational Program Management"
Recommendations for EP 7M04151 "Economics", 7M04152 "Management":
-   By the end of the 2024-2025 academic year, develop an internal regulatory document governing the process of developing, regularly reviewing and monitoring the implementation of educational program development plans.
- In the 2025-2026 academic year, the educational program management shall review the educational program development plans with the involvement of key stakeholders, identify the uniqueness and individuality of educational program development plans, and detail the development indicators by year.
- Monitor the implementation of educational program development plans annually for the fulfillment of target indicators, assessment of the achievement of learning objectives, compliance with the needs of stakeholders, and, on this basis, make decisions aimed at continuously improving the educational program. The results of the monitoring shall be communicated to all stakeholders.
- The university management shall ensure that educational program managers and other persons involved in educational program management undergo risk management training by the end of the 2024-2025 academic year.
- The EP management shall conduct a detailed risk analysis for the EP before the start of the 2025-2026 academic year, specify measures to reduce the impact of risks, indicating measurable performance indicators, those responsible and implementation deadlines.

According to the standard "Information Management and Reporting"
Recommendations for EP 7M04151 "Economics", 7M04152 "Management":
- In 2025, define and document the criteria for the effectiveness and efficiency of the EP, annually evaluate the EP based on the approved indicators.
- Before the start of the 2025-2026 academic year, conduct an audit and promptly update the internal regulatory documents. Regularly update the internal regulatory documentation in accordance with the requirements of the QMS, changes in regulatory legal acts in the field of higher and postgraduate education, the University Development Program, etc.

According to the standard "Development and approval of the educational program"
Recommendations for EP 7M04151 "Economics", 7M04152 "Management":
- In the 2025-2026 academic year, conduct an analysis of professional certification programs, including international ones, determine the list of disciplines, the content of which is aimed at preparing students for professional certification; by the beginning of the 2026-2027 academic year, make appropriate adjustments to the content of the EP and academic disciplines.
- In the 2025-2026 academic year, develop an action plan to harmonize the content of the EP with similar EPs of Kazakhstani and foreign universities in order to form and implement joint and/or double-degree EPs.

According to the standard "Continuous monitoring and periodic evaluation of educational programs"
Recommendations for EP 7M04151 "Economics", 7M04152 "Management":
- The EP management shall annually monitor the effectiveness of assessment systems used by teachers within the framework of academic disciplines; the results of the monitoring shall be discussed at meetings of the collegial governing bodies.

According to the standard "Student-centered learning, teaching and assessment of

academic performance"

Recommendations for EP 7M04151 "Economics", 7M04152 "Management":

- In order to master modern teaching methods and improve the efficiency of the learning outcomes assessment procedure, the EP management shall carry out annual planning of the faculty's participation in scientific and methodological seminars and conferences, as well as training in advanced training programs on modern learning outcomes assessment methods.

- In order to ensure the objectivity of learning outcomes assessment within individual disciplines, the EP management shall organize work by the beginning of the 2025-2026 academic year to revise the syllabuses of academic disciplines for the presence of assessment criteria for all types of control provided for by the academic disciplines.

According to the standard "Students"

Recommendations for EP 7M04151 "Economics", 7M04152 "Management":

- The EP management shall develop an action plan to increase the number of Master's students by the end of the 2024-2025 academic year.

- By the beginning of the 2025-2026 academic year, develop an action plan to develop external and internal academic mobility of students.

- By the beginning of the 2025-2026 academic year, develop and approve a roadmap for the functioning of the University Alumni Association.

According to the standard "Teaching staff"

Recommendations for EP 7M04151 "Economics", 7M04152 "Management":

- By the beginning of the 2025-2026 academic year, develop and begin implementing an action plan to expand external and internal mobility of teaching staff in the context of educational programs and attract foreign and domestic teachers.

According to the standard "Educational resources and student support systems"

There are no recommendations for EP 7M04151 "Economics", 7M04152 "Management".

According to the standard "Informing the public"

Recommendations for EP 7M04151 "Economics", 7M04152 "Management":

- The EP management should ensure regular publication on the university website of information that reflects the educational process, scientific achievements, interaction with partners and other key aspects important for forming a holistic view of the EP.

- Before the start of the 2025-2026 academic year, the EP management is recommended to update the information about the teaching staff on the university website and ensure its regular updating at the beginning of each semester.

(IX)   **RECOMMENDATION TO THE ACCREDITATION COUNCIL**

The external expert commission made a unanimous decision to recommend the Accreditation Council to accredit EP 7M04151 "Economics", 7M04152 "Management" of Toraighyrov University for a period of 5 (five) years.

Conclusion of the external expert commission on the assessment of the quality of educational programs
7M04151 "Economics", 7M04152 "Management"
Toraighyrov University

s\n	s\n	Evaluation criteria	Position of the educational organization			
			Strong	Satisfactory	Suggests improvement	Unsatisfactory
		Standard "Management of the educational program"				
1	1.	The university must demonstrate the development of the program's goal and development strategy based on an analysis of external and internal factors with the broad involvement of various stakeholders		+		
2	2.	The quality assurance policy must reflect the relationship between research, teaching and learning		+		
3	3.	The university demonstrates the development of a quality assurance culture		+		
4	4.	Commitment to quality assurance must apply to any activities carried out by contractors and partners (outsourcing), including the implementation of joint/double diploma education and academic mobility		+		
5	5.	The program management ensures transparency in the development of the program's development plan based on an analysis of its functioning, the real positioning of the university and the focus of its activities on meeting the needs of students, the state, employers and other stakeholders			+	
6	6.	The program management demonstrates the functioning of mechanisms for the formation and regular review of the program's development plan and monitoring of its implementation, assessing the achievement of learning objectives, compliance with the needs of students, employers and society, making decisions aimed at continuous improvement of the program			+	
7	7.	The program management must involve representatives of stakeholder groups, including employers, students and faculty, in the formation of the program's development plan			+	
8	8.	Program Management must demonstrate the individuality and uniqueness of the EP development plan, its consistency with national development priorities and the development strategy of the educational organization			+	
9	9.	The university must demonstrate a clear definition of those responsible for business processes within the EP, the distribution of job responsibilities of personnel, and the delineation of the functions of collegial bodies		+		
10	10.	The management of the educational program ensures the coordination of the activities of all persons involved in the development and management of the educational program, and its continuous implementation, and involves all stakeholders in this process		+		
11	11.	The management of the educational program must ensure the transparency of the management system, the functioning of the internal quality assurance system, including its design, management and monitoring, and the adoption of relevant decisions		+		
12	12.	The management of the educational program must implement risk management			+	
13	13.	The management of the educational program must ensure the participation of representatives of stakeholders (employers, faculty, students) in the collegial bodies governing the educational program, as well as their representativeness in making decisions on educational program		+		

		management issues				
14	14.	The university must demonstrate innovation management within the educational program, including the analysis and implementation of innovative proposals		+		
15	15.	The management of the educational program must demonstrate its openness and accessibility to students, faculty, employers and other stakeholders		+		
16	16.	The management of the educational program confirms the completion of training in educational management programs		+		
17	17.	The management of the educational program must strive to ensure that the progress achieved since the last external quality assurance procedure is taken into account when preparing for the next procedure		+		
		Total by standard	**0**	**12**	**5**	**0**
		Standard "Information Management and Reporting"				
18	1.	The university must ensure the functioning of the system for collecting, analyzing and managing information based on modern information and communication technologies and software		+		
19	2.	The management of the EP demonstrates the systematic use of processed, adequate information to improve the internal quality assurance system		+		
20	3.	The management of the EP demonstrates the existence of a reporting system reflecting the activities of all structural divisions and departments within the EP, including an assessment of their effectiveness		+		
21	4.	The university must determine the frequency, forms and methods of assessing the management of the EP, the activities of collegial bodies and structural divisions, and senior management		+		
22	5.	The university must demonstrate a mechanism for ensuring information security, including identifying persons responsible for the reliability and timeliness of information analysis and data provision		+		
23	6.	The university demonstrates the involvement of students, employees and faculty in the processes of collecting and analyzing information, as well as making decisions based on them		+		
24	7.	The management of the EP must demonstrate the existence of mechanisms for communicating with students, employees and other stakeholders, including conflict resolution		+		
25	8.	The university must ensure that the degree of satisfaction of the needs of students, faculty and personnel within the EP is measured and demonstrate evidence of eliminating the identified deficiencies		+		
26	9.	The university must evaluate the effectiveness and efficiency of activities in the context of the EP			+	
		The information collected and analyzed by the university within the framework of the EP must take into account:				
27	10.	key performance indicators		+		
28	11.	dynamics of the student body by forms and types		+		
29	12.	level of academic performance, student achievements and expulsion		+		
30	13.	student satisfaction with the implementation of the educational program and the quality of education at the university		+		
31	14.	availability of educational resources and support systems for students		+		
32	15.	employment and career growth of graduates		+		
33	16.	Students, faculty and staff must document their consent to the processing of personal data		+		
34	17.	The educational program management must facilitate the provision of the necessary information in the relevant fields of science		+		
		Total by standard	**0**	**16**	**1**	**0**
		Standard "Development and approval of the educational program"				
35	1.	The university must demonstrate the existence of a documented procedure for the development of the EP and its approval at the institutional level		+		
36	2.	The university must demonstrate the compliance of the developed EP with the established objectives and planned learning outcomes		+		
37	3.	The EP management must determine the influence of disciplines and professional practices on the formation of learning outcomes		+		
38	4.	The university demonstrates the existence of a model of the EP graduate,		+		

		describing the learning outcomes and personal qualities				
39	5.	The qualification awarded upon completion of the EP must be clearly defined, explained and correspond to a certain level of the NQF, QF-EHEA		+		
40	6.	The EP management must demonstrate the modular structure of the programme based on ECTS, ensure that the structure of the EP content corresponds to the set objectives with a focus on achieving the planned learning outcomes by each graduate		+		
41	7.	The EP management must ensure that the content of academic disciplines and learning outcomes correspond to each other and the level of study (bachelor's, master's, doctoral)		+		
42	8.	The EP management must demonstrate that external examinations of the EP have been conducted		+		
43	9.	The EP management must provide evidence of the participation of students, faculty and other stakeholders in the development and quality assurance of the EP		+		
44	10.	The EP management must demonstrate the uniqueness of the educational programs, its positioning in the educational market (regional/national/international)		+		
45	11.	An important factor is the ability to prepare students for professional certification			+	
46	12.	An important factor is the availability of joint and/or double-degree programs with foreign universities			+	
		Total by standard	**0**	**10**	**2**	**0**
		Standard "Continuous monitoring and periodic evaluation of the educational program"				
47	1.	The university must ensure a revision of the structure and content of the EP taking into account changes in the labor market, employers' requirements and the social demand of society		+		
48	2.	The university must demonstrate the existence of a documented procedure for monitoring and periodic assessment to achieve the goal of the EP and continuously improve the EP		+		
Monitoring and periodic evaluation of the OP should consider:						
49	3.	program content in the context of the latest scientific and technological advances in a particular discipline		+		
50	4.	changes in the needs of society and the professional environment		+		
51	5.	workload, academic performance and graduation of students		+		
52	6.	effectiveness of student assessment procedures		+		
53	7.	student needs and satisfaction		+		
54	8.	compliance of the educational environment and support services with the objectives of the EP		+		
55	9.	The EP management should publish information about changes to the EP, inform interested parties of any planned or undertaken actions within the EP		+		
56	10.	Support services should identify the needs of different groups of students and their level of satisfaction with the organization of learning, teaching, assessment, and mastering of the EP as a whole		+		
		Total by standard	**0**	**10**	**0**	**0**
		Standard "Student-centered learning, teaching and assessment of academic performance"				
57	1.	The management of the EP should ensure respect and attention to different groups of students and their needs, providing them with flexible learning paths		+		
58	2.	The management of the EP should ensure that teaching is based on modern achievements of world science and practice in the field of study, the use of various modern teaching methods and assessment of learning outcomes that ensure the achievement of the EP goals, including competencies, skills for performing scientific work at the required level		+		
59	3.	The management of the EP should determine the mechanisms for distributing the students' academic workload between theory and practice within the EP, ensuring that each graduate masters the content and achieves the EP goals		+		
60	4.	An important factor is the availability of its own research in the field of		+		

		teaching methods for the EP disciplines				
61	5.	The university should ensure that the procedures for assessing learning outcomes correspond to the planned results and goals of the EP		+		
62	6.	The university should ensure consistency, transparency and objectivity of the mechanism for assessing the EP learning outcomes, publication of criteria and methods for assessing learning outcomes in advance			+	
63	7.	Evaluators should be proficient in modern methods of assessing learning outcomes and regularly improve their skills in this area			+	
64	8.	The management of the EP should demonstrate the availability of a feedback system on the use of various teaching methods and assessment of learning outcomes		+		
65	9.	The management of the EP should demonstrate support for learner autonomy while providing guidance and assistance from the teacher		+		
66	10.	The EP management should demonstrate that there is a procedure for responding to student complaints		+		
		Total by standard	**0**	**8**	**2**	**0**
		Standard "Students"				
67	1.	The university must demonstrate the policy of forming the contingent of students and ensure transparency, publication of the procedures regulating the life cycle of students (from admission to completion)			+	
68	2.	The management of the educational program must provide for the implementation of special adaptation and support programs for newly enrolled and foreign students		+		
69	3.	The university must demonstrate the compliance of its actions with the Lisbon Recognition Convention, including the existence and application of a mechanism for the recognition of the results of academic mobility of students, as well as the results of additional, formal and informal training		+		
70	4.	The university must provide an opportunity for external and internal academic mobility of students, as well as assist them in obtaining external grants for training			+	
71	5.	The university must encourage students to self-education and development outside the main program (extracurricular activities)		+		
72	6.	An important factor is the availability of a support mechanism for gifted students		+		
73	7.	The university must demonstrate cooperation with other educational organizations and national centers of the "European Network of National Information Centres on Academic Recognition and Mobility/National Academic Information Centres for Recognition" ENIC/NARIC in order to ensure comparable recognition qualifications		+		
74	8.	The university must provide students with internships, demonstrate the procedure for facilitating the employment of graduates, and maintaining contact with them		+		
75	9.	The university must demonstrate the procedure for issuing graduates with documents confirming the qualifications they have received, including the learning outcomes they have achieved		+		
76	10.	The program management must demonstrate that the program graduates have skills that are in demand in the labor market and that these skills are truly relevant		+		
77	11.	The program management must demonstrate the existence of a mechanism for monitoring the employment and professional activities of graduates		+		
78	12.	An important factor is the existence of an active graduate association/union			+	
		Total by standard	**0**	**9**	**3**	**0**
		Standard "Teaching staff"				
79	1.	The university must have an objective and transparent personnel policy in the context of the educational program, including hiring (including invited faculty), professional growth and development of personnel, ensuring the professional competence of the entire staff		+		

80	2.	The university must demonstrate that the quality of the faculty composing the established qualification requirements, the university strategy, and the goals of the educational program		+		
81	3.	The educational program management must demonstrate the change in the role of the teacher in connection with the transition to student-centered learning and teaching		+		
82	4.	The university must provide opportunities for career growth and professional development of the faculty, including young teachers		+		
83	5.	The university must attract specialists from relevant fields to teaching, who have professional competencies that meet the requirements of the educational program		+		
84	6.	The university must demonstrate the presence of a mechanism for motivating the professional and personal development of the faculty		+		
85	7.	The university must demonstrate the widespread use of information and communication technologies and software by the faculty in the educational process (for example, online learning, e-portfolio, MOOCs, etc.)		+		
86	8.	The university must demonstrate its focus on developing academic mobility, attracting the best foreign and domestic teachers		+		
87	9.	The university must demonstrate the involvement of each teacher in promoting a culture of quality and academic integrity in the university, determine the contribution of the teaching staff, including invited ones, to achieving the goals of the EP		+		
88	10.	An important factor is the involvement of the teaching staff in the development of the economy, education, science and culture of the region and the country		+		
Total by standard			**0**	**10**	**0**	**0**
Standard "Educational Resources and Student Support Systems"						
89	1.	The university must guarantee that the infrastructure and educational resources, including material and technical resources, correspond to the goals of the educational program		+		
90	2.	The management of the educational program must demonstrate the sufficiency of classrooms, laboratories and other facilities equipped with modern equipment, ensuring the achievement of the educational program goals		+		

The university must demonstrate that information resources meet the needs of the university and the educational programs being implemented, including in the following areas:

91	3.	technological support for students and faculty in accordance with educational programs (e.g. online learning, modeling, databases, data analysis programs)		+		
92	4.	library resources, including a collection of educational, methodological and scientific literature on general educational, basic and core disciplines on paper and electronic media, periodicals, access to scientific databases		+		
93	5.	examination of research results, graduation theses, dissertations for plagiarism		+		
94	6.	access to educational Internet resources		+		
95	7.	functioning WI-FI on its territory		+		
96	8.	The university must demonstrate that it creates conditions for conducting scientific research, integrating science and education, publishing the results of research work of faculty, staff and students	+			
97	9.	The university must strive to ensure that the educational equipment and software used to master educational programs are similar to those used in the relevant sectors of the economy		+		
98	10.	The management of the educational program must demonstrate the availability of procedures for supporting various groups of students, including information and consulting		+		
99	11.	The management of the educational program must show the availability of conditions for the student's advancement along an individual educational trajectory		+		
100	12.	The university must take into account the needs of different groups of students (adults, working students, international students, as well as		+		

		students with special educational needs)				
101	13	The university must ensure that the infrastructure meets safety requirements		+		
		Total by standard	**1**	**12**	**0**	**0**
		Standard "Informing the Public"				
102	1.	The university guarantees that the published information is accurate, objective, relevant and reflects all areas of the university's activities within the framework of the educational program		+		
103	2.	Informing the public should include support and clarification of national development programs for the country and the system of higher and postgraduate education		+		
104	3.	The university management should use a variety of methods of disseminating information (including the media, web resources, information networks, etc.) to inform the general public and interested parties		+		
Information about the educational program is objective, up-to-date and must include:						
105	4.	the purpose and planned results of the EP, the qualification awarded		+		
106	5.	information and the system of assessing the academic achievements of students		+		
107	6.	information on academic mobility programs and other forms of cooperation with partner universities, employers		+		
108	7.	information on the opportunities for developing personal and professional competencies of students and employment		+		
109	8.	data reflecting the positioning of the EP in the educational services market (at the regional, national, international levels)		+		
110	9.	An important factor is the publication of reliable information on the teaching staff on open resources, broken down by individuals		+		
111	10.	The university must post information and links to external resources based on the results of external assessment procedures		+		
112	11.	An important factor is the posting of information on cooperation and interaction with partners, including scientific/consulting organizations, business partners, social partners and educational organizations		+		
		Total by standard	**0**	**11**	**0**	**0**
		TOTAL	**1**	**98**	**13**	**0**

AGREED
Acting Chairman of the Board - Rector
NLC "Toraighyrov University"
Ержанов Н.Т. _____
"___" _____ 2025

APPROVE
General Director of the NI "Independent agency for accreditation and rating"
_____ Zhumagulova A.B.
"___" _____ 2025

PROGRAM
OF THE VISIT OF THE EXTERNAL EXPERT COMMISSION
OF THE INDEPENDENT AGENCY FOR ACCREDITATION AND RATING (IAAR)
TO NLC "TORAIGHYROV UNIVERSITY"
(international program accreditation)

Date of the visit: March 12-14, 2025

Cluster 1 (accreditation)	7M04154 Marketing (primary accreditation) 8D02301 Philology (primary accreditation)
Cluster 2 (accreditation)	7M04151 Economics 7M04152 Management

Date and time	Work of the EEC with target groups	Position and Surname, Name, Patronymic of the participants of the target groups	Contact form
		March 11, 2024	
15.00-16.00 *(time will be confirmed)*	Preliminary meeting of the EEC *(discussion of key issues and the program of the visit)*	*IAAR External Experts*	Join the conference Zoom https://us02web.zoom.us/j/4641732969 Conference ID: 464 173 2969
According to the schedule during the day	Arrival of members of the External Expert Commission		
18.00	Dinner	*IAAR External Experts*	
		Day 1: March 12, 2024	
09.00-09.30	Distribution of responsibilities of experts, solution of organizational issues	*External experts of IAAR*	Audience A-239 Join the conference Zoom https://us02web.zoom.us/j/4641732969 Conference ID: 464 173 2969
09.30-10.00	Meeting with the Chairman of the Board-Rector	*Acting Chairman of the Board-Rector of the University - Erzhanov Nurlan Telmanovich*	Audience A-209 Join the conference Zoom https://us02web.zoom.us/j/4641732969 Conference ID: 464 173 2969
10.00-10.15	Technical break		
10.15-11.00	Meeting with the Members of the Board-Vice-Rectors	Acting Chairman of the Board - Rector of the University (Member of the Board for Research and International Cooperation - Vice-Rector) - Erzhanov Nurlan Telmanovich; Member of the Board for Youth Policy, Social and Economic Issues - Vice-Rector - Shakhman Ertargyn Toiganuly.	Audience A-209 Join the conference Zoom https://us02web.zoom.us/j/4641732969 Conference ID: 464 173 2969
11.00-11.10	Technical break		
11.10-11.50	Meeting with the heads of structural divisions of the educational institution	Department Directors, Heads of Divisions, Heads of Services (Appendix 1)	Audience A-5 Join the conference Zoom https://us02web.zoom.us/j/4641732969 Conference ID: 464 173 2969

11.50-12.00	Exchange of opinions of members of the external expert commission	*External experts of IAAR*	Audience A-5 Join the conference Zoom https://us02web.zoom.us/j/4641732969 Conference ID: 464 173 2969
12.00-12.40	Meeting with deans of accredited educational institutions	*Dean of the Faculty of Social Sciences and Humanities – Aubakirova Saltanat Sovetovna*	Audience A-5 Join the conference Zoom https://us02web.zoom.us/j/4641732969 Conference ID: 464 173 2969
12.40-13.00	Work of the external expert commission	*Dean of the Faculty of Economics and Law – Kolesnikov Yuriy Yuryevich*	
13.00-14.00	Lunch		
14.00-14.15	Work of the EEC		
14.15-15.00	Meeting with heads of departments and heads of the EP	*Head of the Department of Economics - Titkov Aleksey Anatolyevich* *Head of the Department of Philology and Journalism - Zhusupov Nartai Kuandykovich*	Audience A-239 Join the conference Zoom https://us02web.zoom.us/j/4641732969 Conference ID: 464 173 2969
15.00-15.10	Technical break		Audience A-239 Join the conference Zoom https://us02web.zoom.us/j/4641732969 Conference ID: 464 173 2969
15.10–16.00	Meeting with the faculty of the EP	*Appendix 2*	Audience A-5 Join the conference Zoom https://us02web.zoom.us/j/4641732969 Conference ID: 464 173 2969
16.00-17.00	Questioning of the teaching staff (in parallel)	*Appendix 2*	The link is sent to the teacher's e-mail personall
16.00-16.10	Exchange of opinions of members of the external expert commission	*IAAR External Experts*	Audience A-5 Join the conference Zoom https://us02web.zoom.us/j/4641732969 Conference ID: 464 173 2969
16.10-17.00	Meeting with students of the educational program	*Appendix 3*	Audience A-5 Join the conference Zoom https://us02web.zoom.us/j/4641732969 Conference ID: 464 173 2969

17.00-18.00	Survey of students (in parallel)	*Appendix 3*	The link is sent to the student's personal e-mail
17.00-17.50	Visual inspection of the educational program and the material, technical and educational laboratory base **only for objects of the accredited educational programs**	**Route Sheet** Foyer of building A – library-coworking space – lecture block – faculty of humanities and social sciences – faculty of economics and law – canteen – sports hall – assembly hall. *Additionally:* Medical clinic Kaz-Med A – Campus № 1 – Campus № 2 – Campus № 3 - military department; - higher college; - sports club "Sunkar"; - sports and health camp "Bayantau".	*On the route*
17.50-18.00	Work of the EEC discussion of the results of the first day	*IAAR External Experts*	Audience A-239 Join the conference Zoom https://us02web.zoom.us/j/4641732969 Conference ID: 464 173 2969
18.00-19.00	Dinner	*IAAR External Experts*	
Day 2: March 13, 2024			
09.00-09.30	Work of the EEC	*IAAR External Experts*	Audience № Join the conference Zoom https://us02web.zoom.us/j/4641732969 Conference ID: 464 173 2969
09.30-11.30	Selective visit to the practice bases of the EP	*IAAR External Experts as per the itinerary* *Appendix 4*	
11.30-13.00	Working with department documents (*documents must be uploaded to the cloud by clusters in advance, if necessary, department heads will be invited to the online Zoom room*) and attending faculty classes according to the schedule	*Appendix 5*	

13.00-14.00	Lunch		
14.00–14.20	Exchange of opinions of members of the external expert commission	*IAAR External Experts*	
14.20-15.10	Meeting with stakeholders (representatives of practice bases and employers) (hybrid)	*Appendix 6*	Audience A-5 Join the conference Zoom https://us02web.zoom.us/j/4641732969 Conference ID: 464 173 2969
15.10-15.30	Technical break		
15.30-16.10	Meeting with graduates of the EP (hybrid)	*Appendix 7*	Audience A-5 Join the conference Zoom https://us02web.zoom.us/j/4641732969 Conference ID: 464 173 2969
16.10-16.30	Technical break	*IAAR External Experts*	
16.30-19.00	Work of the EEC, discussion of the results of the second day and profile parameters (recording is in progress)	*IAAR External Experts*	
19.00-20.00	Dinner	*IAAR External Experts*	
Day 3: March 14, 2024			
09.00-11.30	Work of the EEC, development and discussion of recommendations	*IAAR External Experts*	Audience A-239 Join the conference Zoom https://us02web.zoom.us/j/4641732969 Conference ID: 464 173 2969
11.30-11.40	Technical break		
11.40-12.30	Work of the EEC, development and discussion of recommendations (recording is in progress)	*IAAR External Experts*	Audience A-239 Join the conference Zoom https://us02web.zoom.us/j/4641732969 Conference ID: 464 173 2969

12:30-13:00	Work of the EEC	*IAAR External Experts*	
13.00-14.00	Lunch		
14.00-16.00	Work of the EEC discussion, decision-making by voting (recording is kept)		Audience A-239 Join the conference Zoom https://us02web.zoom.us/j/4641732969 Conference ID: 464 173 2969
16.00-16.30	Work of the EEC, Discussion of the results of the quality assessment	*IAAR External Experts*	
16.30–17.00	Final meeting of the EEC with the university management	*RSP, Deans, Head. departments*	Audience A-5 Join the conference Zoom https://us02web.zoom.us/j/4641732969 Conference ID: 464 173 2969
18.00-19.00	Dinner	*IAAR External Experts*	

Abbreviations
IAAR – Independent Accreditation and Rating Agency
EEC – IAAR External Expert Committee
OE – organization of education
EP – educational program
PTS – professorial and teaching staff

Faculty Questionnaire
NLC "Toraigyrov University"

1. Total number of questionnaires: 18
2. Job title, %

Professor	6 (33.3%)
Associate Professor	9 (50%)
Senior Lecturer	3 (16.7%)
Lecturer	0 (0%)
Head of Department	0 (0%)
Other	0 (0%)

3. Academic degree, academic title

Honored figure	0 (0%)
Doctor of science	0 (0%)
Candidate of science	11 (61.1%)
Master	2 (11.1%)
PhD	7 (38.9%)
Professor	1 (5.6%)
Associate professor	3 (16.7%)
No	0 (0%)
Other	0 (0%)

4. Work experience at this university

Less than 1 year	0 (0%)
1 year – 5 years	2 (11.1%)
Over 5 years	16 (88.9%)
Other	0 (0%)

№	Questions	Very good	good	Relatively bad	bad	Very bad	Didn't answer
1	To what extent does the content of the educational program meet your scientific and professional interests and needs?	8 (44.4%)	10 (55.6%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
2	How do you rate the opportunities provided by the University for the professional development of the faculty	6 (33.3%)	12 (66.7%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
3	How do you rate the opportunities provided by the University for the career growth of the faculty	5 (27.8%)	13 (72.2%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
4	How do you rate the degree of academic freedom of the faculty	5 (27.8%)	13 (72.2%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
	To what extent can teachers use their own						
5	• Learning Strategies	12 (66.7%)	6 (33.3%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
6	• Teaching Methods	14 (77.8%)	4 (22.2%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
7	• Educational Innovations	12 (66 7%)	6 (33.3%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
8	How do you rate the work on organizing medical care and disease prevention at the university?	8 (44.4%)	9 (50%)	1 (5.6%)	0 (0%)	0 (0%)	0 (0%)
9	What attention does the management of the educational institution pay to the content of the educational program?	8 (44.4%)	10 (55.6%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
10	How do you rate the sufficiency and availability of the necessary scientific and educational literature in the library?	11 (61.1%)	7 (38.9%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)

11	Evaluate the level of conditions created that take into account the needs of different groups of students?	9 (50%)	9 (50%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
	Assess the openness and accessibility of the management						
12	• students	13 (72.2%)	5 (27.8%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
13	• teachers	9 (50%)	9 (50%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
14	Assess the involvement of the faculty in the process of making management and strategic decisions	5 (27.8%)	13 (72.2%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
15	How is the innovative activity of the faculty encouraged?	3 (16.7%)	14 (77.8%)	1 (5,6%)	0 (0%)	0 (0%)	0 (0%)
16	Assess the level of feedback from the faculty to the management	7 (38.9%)	11 (61.1%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
17	What is the level of stimulation and involvement of young specialists in the educational process?	7 (38.9%)	11 (61.1%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
18	Assess the opportunities created for professional and personal growth for each teacher and employee	7 (38.9%)	11 (61.1%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
19	Assess the adequacy of the recognition by the university management of the potential and abilities of teachers	6 (33.3%)	12 (66.7%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
	How the work is organized						
20	• On academic mobility	8 (44.4%)	10 (55.6%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
21	• On improving the qualifications of teaching staff	6 (33.3%)	12 (66.7%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
	Rate the support of the university and its management						
22	• Research and development initiatives of the teaching staff	6 (33.3%)	12 (66.7%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
23	• Development of new educational programs/disciplines/teaching methods	12 (66.7%)	6 (33.3%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
	Assess the level of ability of the teaching staff to combine teaching						
24	• with scientific research	3 (16.7%)	13 (72.2%)	2 (11.1%)	0 (0%)	0 (0%)	0 (0%)
25	• with practical activities	1 (5.6%)	16 (88.9%)	1 (5.6%)	0 (0%)	0 (0%)	0 (0%)
26	Assess to what extent the knowledge students receive at the university corresponds to the realities of the requirements of the modern labor market	10 (55.6%)	7 (38.9%)	1 (5.6%)	0 (0%)	0 (0%)	0 (0%)
27	How do the management and administration of the university perceive criticism addressed to them?	1 (5.6%)	16 (88.9%)	1 (5.6%)	0 (0%)	0 (0%)	0 (0%)
28	Assess to what extent your academic workload corresponds to your expectations and capabilities?	1 (5.6%)	13 (72.2%)	4 (22.2%)	0 (0%)	0 (0%)	0 (0%)
29	Assess the focus of educational programs/curricula on developing students' skills and abilities to analyze the situation and make forecasts?	9 (50%)	9 (50%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
30	Assess to what extent the educational program in terms of content and quality of implementation corresponds to the expectations of the labor market and employers	9 (50%)	9 (50%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)

Why do you work at this particular university?

There is an opportunity to develop your potential

all conditions for work have been created

my career growth period from a student to a dean took place here (except for 4 years of postgraduate studies in Moscow)

I really like working at this University, the opportunity to grow up the career ladder, an innovatively developed University, a good team

The University of my hometown

An innovatively developed University

This is the best regional University.

Innovatively developed University of the region.
This is the best regional University.
Innovatively developed University of the region.
Because it is a leading regional University
Comfortable
A University where I can implement my professional skills, pass on my knowledge to students
I want to give my best to my students, so I can work in a university
Working in a university is associated with stability and reliability, especially in a state university.
I am a graduate of the University; comfortable working conditions, the opportunity for professional growth
High potential for international cooperation in Kazakhstan

32. How often are master classes and classes with the participation of practicing specialists held within the framework of your course?

very often	often	sometimes	very rare	never
1 (5.6%)	7 (38.9%)	9 (50%)	1 (5.6%)	0 (0%)

33. How often do invited teachers (domestic and foreign) participate in the learning process?

| very often	often	sometimes	very rarely	never
0 (0%)	9 (50%)	8 (44.4%)	1 (5.6%)	0 (0%)

34. How often do you encounter the following problems in your work: (please provide an answer in each line)

Questions	Often	Sometimes	Never	No answer
Insufficient classrooms	0 (0%)	2 (11,1%)	16 (88,9%)	0 (0%)
Imbalance of academic load across semesters	0 (0%)	12 (66,7%)	6 (33,3%)	0 (0%)
Unavailability of necessary literature in the library	0 (0%)	7 (38,9%)	11 (61,1%)	0 (0%)
Overcrowded study groups (too many students in a group)	0 (0%)	4 (22,2%)	14 (77,8%)	0 (0%)
Inconvenient schedule	1 (5,6%)	14 (77,8%)	3 (16,7%)	0 (0%)
Inappropriate conditions for studying in classrooms	0 (0%)	3 (16,7%)	15 (83,3%)	0 (0%)
Lack of access to the Internet/weak Internet	1 (5,6%)	8 (44,4%)	9 (50%)	0 (0%)
Lack of interest in studying among students	0 (0%)	8 (44,4%)	10(55,6%)	0 (0%)
Untimely receipt of information about events	0 (0%)	2 (11,1%)	16 (88,9%)	0 (0%)
Lack of technical teaching aids in classrooms	0 (0%)	11 (61,1%)	7 (38,9%)	0 (0%)
Other problems	No the technical level of computer equipment is not always high Everything is fine We would like a salary increase.			

35. There are many different sides and aspects to the life of a university that affect each teacher and employee in one way or another. Rate how satisfied you are with:

Questions	Completely satisfied (1)	Partially satisfied (2)	Not satisfied (3)	I find it difficult to answer (4)
The attitude of the university administration towards you	10 (55.6%)	8 (44.4%)	0 (0%)	0 (0%)
Relationships with immediate management	18 (100%)	0 (0%)	0 (0%)	0 (0%)
Relationships with colleagues in the department	16 (88.9%)	2 (11.1%)	0 (0%)	0 (0%)

The degree of participation in making management decisions	7 (38,9%)	11 (61.1%)	0 (0%)	0 (0%)
Relationships with students	18 (100%)	0 (0%)	0 (0%)	0 (0%)
Recognition of your successes and achievements by the administration	8 (44.4%)	10 (55.6%)	0 (0%)	0 (0%)
Support for your suggestions and comments	12 (66.7%)	6 (33.3%)	0 (0%)	0 (0%)
Activities of the university administration	12 (66.7%)	6 (33.3%)	0 (0%)	0 (0%)
Terms of remuneration	5 (27.8%)	12 (66.7%)	1 (5.6%)	0 (0%)
Working conditions, the list and quality of services provided at the university	12 (66.7%)	6 (33.3%)	0 (0%)	0 (0%)
Occupational health and safety	14 (77.8%)	4 (22,2%)	0 (0%)	0 (0%)
Management of changes in the activities of the university	11 (61.1%)	5 (27.8%)	0 (0%)	2 (11.1%)
Provision of a social package: rest, sanatorium treatment, etc.	8 (44.4%)	8 (44,4%)	1 (5.6%)	1 (5.6%)
Organization and quality of food at the university	12 (66.7%)	5 (27.8%)	0 (0%)	1 (5.6%)
Organization and quality of medical care	13 (72.2%)	3 (16.7%)	1 (5.6%)	1 (5.6%)
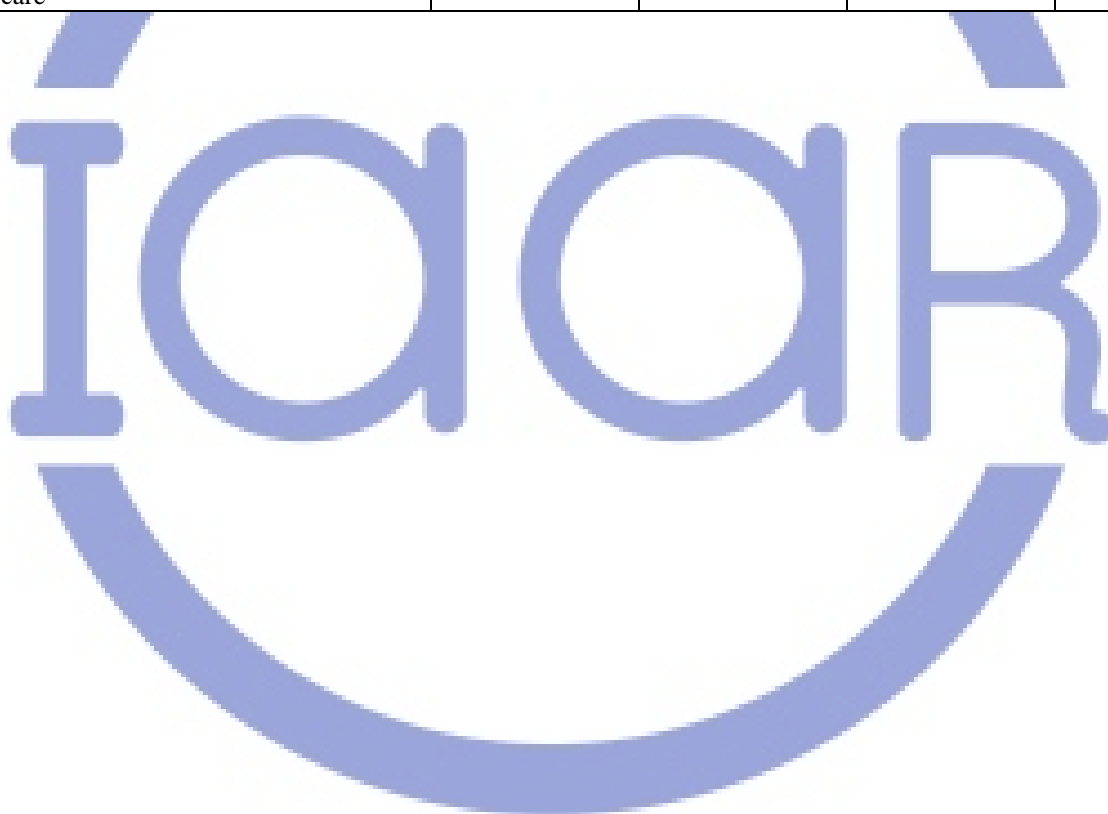
Appendix 4. RESULTS OF THE STUDENT SURVEY

Student Questionnaire
NLC "Toraighyrov University"

Total number of questionnaires: 6

Educational program (specialty):

Marketing	0
Management	2 (33.3%)
Economy	3 (50%)
Philology	1 (16.7%)

Gender:

Male	5(83.3%)
Female	1(16.7%)

Rate how satisfied you are:

Questions	Completely satisfied	Partially satisfied	Partially unsatisfied	Not satisfied	I find it difficult to answer
1. Relations with the dean's office (school, faculty, department)	6 (100%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
2. Level of accessibility of the dean's office (school, faculty, department)	6 (100%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
3. Level of accessibility and responsiveness of the management (university, school, faculty, department)	6 (100%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
4. Availability of academic counseling	6 (100%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
5. Support with educational materials during the learning process	6 (100%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
6. Availability of counseling on personal problems	6 (100%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
7. Relations between students and teachers	6 (100%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
8. Activities of financial and administrative services of the educational institution	6 (100%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
9. Availability of health care	6 (100%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
10. Quality of health care at the university	6 (100%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
11. Level of availability of library resources	6 (100%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
12. Quality of services provided in libraries and reading rooms	6 (100%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
13. Existing educational resources of the university	6 (100%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
14. Availability of computer labs	6 (100%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
15. Availability and quality of Internet resources	5 (83,3%)	1 (16,7%)	0 (0%)	0 (0%)	0 (0%)
16. Content and informational content of the website	6 (100%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)

of educational organizations in general and faculties (schools) in particular					
17. Classrooms, auditoriums for large groups	6 (100%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
18. Student lounges (if any)	6 (100%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
19. Clarity of procedures for taking disciplinary measures	6 (100%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
20. Quality of the educational program in general	6 (100%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
21. Quality of the curricula in the EP	6 (100%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
22. Teaching methods in general	6 (100%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
23. Speed of response to feedback from teachers on issues of the educational process	6 (100%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
24. Quality of teaching in general	6 (100%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
25. Academic workload/requirements for the student	6 (100%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
26. Requirements of the teaching staff for the student	6 (100%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
27. Information support and explanation of the rules for admission and strategy of the educational program (specialty) before entering the university	6 (100%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
28. Informing the requirements for successfully completing this educational program (specialty)	6 (100%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
29. Quality of examination materials (tests and examination questions, etc.)	6 (100%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
30. Objectivity assessment of knowledge, skills and other academic achievements	6 (100%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
31. Available computer labs	6 (100%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
32. Available scientific laboratories	6 (100%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
33. Objectivity and fairness of teachers	6 (100%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
34. Informing students about courses, educational programs and the academic degree received	6 (100%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
35. Providing students with dormitory	5 (83,3%)	0 (0%)	0 (0%)	0 (0%)	1 (16,7%)

Rate how much you agree:

Statement	Full agreement	Agree	Partially agree	Disagree	Full agreement	Didn't answer
36. The course program was clearly presented	6 (100%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
37. The course content is well structured	5 (83.3%)	1 (16,7%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
38. Key terms are explained sufficiently	6 (100%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
39. The material offered by the teacher is relevant and reflects the latest achievements in science and practice	6 (100%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
40. The teacher uses effective teaching methods	6 (100%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
41. The teacher is proficient in the material being taught	6 (100%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
42. The teacher's presentation is clear	6 (100%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)

43. The teacher presents the material in an interesting form	6 (100%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
44. Objective assessment of knowledge, skills and other academic achievements	6 (100%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
45. Timely assessment of students' academic achievements	6 (100%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
46. The teacher meets your requirements and expectations for professional and personal development	6 (100%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
47. The teacher stimulates students' activity	6 (100%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
48. The teacher stimulates students' creative thinking	6 (100%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
49. The teacher's appearance and manners are adequate	6 (100%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
50. The teacher has a positive attitude towards students	6 (100%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
51. The system of assessing academic achievements (seminars, tests, questionnaires, etc.) reflects the course content	6 (100%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
52. The assessment criteria used by the teacher are clear and accessible	5 (83.3%)	1 (16.7%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
53. The teacher objectively assesses students' achievements	6 (100%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
54. The teacher is proficient in the professional language	6 (100%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
55. The educational organization provides sufficient opportunities for sports and other leisure	6 (100%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
56. The facilities and equipment for students are safe, comfortable and modern	6 (100%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
57. The library is well equipped and has a sufficient fund of scientific, educational and methodological literature	6 (100%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
58. Equal opportunities for mastering the educational program and personal development are provided to all students	6 (100%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)

Other issues regarding the quality of teaching:

Everything is fine

I am completely satisfied with the quality of education at Toraighyrov University.