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DEVELOPMENT STRATEGY
LLP "INTERNATIONAL EDUCATIONAL CORPORATION"
FOR 2025-2027

Almaty - 2024

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DEVELOPMENT STRATEGY
INTERNATIONAL EDUCATIONAL CORPORATION LLP
FOR 2025–2027

The development strategy of the Limited Liability Partnership "International Educational Corporation" (hereinafter referred to as LLP "IEC" (KazGASA)/Corporation) for 2025–2027 has been developed taking into account the following key regulatory documents:

1) The Law of the Republic of Kazakhstan dated July 27, 2007, "On Education";
2) Kazakhstan-2050 Strategy;
3) Law of the Republic of Kazakhstan "On Science" (2011);
4) The concept of lifelong learning (continuing education) (2021);
5) Concept for the Development of Higher Education and Science in the Republic for 2023–2029;
6) Convention on Technical and Vocational Education (Paris, November 10 November 1989);
7) Bologna Declaration (Joint Declaration of European Ministers of Education, Bologna, June 19, 1999);
8) Protocol assignment of the section on higher and postgraduate Education within the framework of the expanded meeting of the Joint Board of the Ministry of Education and the Ministry of Science and Higher Education of the Republic of Kazakhstan "From Quality Education to Quality Human Capital" dated February 14, 2024.

1. GENERAL PROVISIONS

1.1. History of IEC LLP

Today, IEC LLP is a modern scientific and educational center with a rich history, traditions, developed infrastructure, scientific schools, and educational programs aimed at training highly qualified specialists and scientific personnel for Kazakhstan.

1957 *– The Kazakh Polytechnic Institute accepts students majoring in Industrial and Civil Engineering.*

1961 *– The construction, architecture, and sanitary engineering departments are established. This year marks the beginning of student enrollment in the Architecture program.*

1980 *– The Alma-Ata Institute of Architecture and Construction (AACI) is opened on the basis of the architecture and construction faculties, as well as the*

Alma-Ata branch of the All-Union Correspondence Institute of Engineering and Construction. The first rector of the AACI is Doctor of Technical Sciences Serkpek Mukashevich Baibolov.

***1987** – Pavel Aleksandrovich Atrushkevich is appointed rector of the AACI. Under his leadership, in 1991, the institute was the first among Kazakhstani universities to undergo certification and accreditation.*

***1992** – The AACI is renamed the Kazakh State Academy of Architecture and Construction.*

***2000** – Amirlan Aydarbekovich Kusainov, Doctor of Technical Sciences, becomes rector. He was a renowned scientist, educator, and innovator, a member of the National Academy of Sciences of Kazakhstan, the International Academy of Engineering, and the Russian Academy of Architecture and Construction Sciences (RAACS).*

***2001** – The Kazakh State Academy of Architecture and Construction was renamed the Kazakh Central Academy of Architecture and Construction (hereinafter referred to as KazSAAC), which emphasized its status as the country's leading university in the field of architecture, construction, and design.*

***2007** – KazGASA becomes part of the International Educational Corporation, which brings together several educational institutions with a unique educational ecosystem.*

***2019** – The academy successfully passes international accreditation at NAOKO, confirming its compliance with international standards.*

***2020s** – The main academic building of KazGASA is completely renovated in accordance with modern requirements. New scientific laboratories are created, including a research base for studying seismic effects and geotechnics.*

***2023** – The university enters the top 10 universities in Kazakhstan according to the Atameken National Chamber of Entrepreneurs and continues to strengthen its position in the international arena by actively developing partnerships and innovative programs.*

***Currently**, IEC LLP (KazGASA) remains a leader in training specialists in the fields of architecture, construction, and design. IEC LLP (KazGASA) actively implements sustainable practices and advanced teaching methods, developing an ecosystem for the comprehensive development of students and teachers.*

From 2020 to the present, the Chairman of the Supervisory Board of IEC LLP is Aigazy Amirlanovich Kusainov, Candidate of Economic Sciences, entrepreneur, patron, and member of YPO KZ.

1.2. Current status of IEC LLP

As of early 2025, the Corporation has 9,778 students, of whom:

1) 108 are foreign citizens;
2) 9,544 are enrolled in bachelor's programs;
3) 215 are enrolled in master's programs;
4) 19 are enrolled in doctoral (PhD) programs.

Master's and doctoral students account for 2.4% of the total number of students.

By form of payment for tuition:

1) 2,432 students study on a fee-paying basis;
2) 7,346 students study on a state grant basis.

In the 2024/2025 academic year, training will be provided in:

- 11 areas of bachelor's degree training (39 educational programs);
- 3 master's degree programs (16 educational programs);
- 3 doctoral programs (6 educational programs).

As of early 2025, the number of faculty members at IEC LLP is 379. Of these, 296 are full-time employees, 83 are external part-time employees, and of these 13 are foreign citizens.

The qualitative composition of the teaching staff is as follows: 22 doctors of science, 107 candidates of science, 46 PhDs, and 153 masters.

The Corporation has 27 research and teaching laboratories of various specializations, equipped with modern equipment.

The laboratories cover a wide range of profiles, including:

- Construction;
- Architecture;
- Building materials;
- Robotics;
- Physics;
- Chemistry;
- Modeling;
- Radio engineering;
- Electronics;
- Telecommunications;
- Unmanned aerial systems.

These areas provide a variety of educational and scientific opportunities. As of **January 1, 2025**, the fund of educational, teaching, and scientific literature on general education, basic and specialized disciplines of the educational cycle and professional programs consists of **946,421 copies**, including:

- **83,786** copies in the official language;
- **104,271** copies in Russian;

There are 5 subscriptions to global digital libraries.

The academic structure of IEC LLP includes 4 faculties and 13 departments in relevant fields and educational programs.

The number of available places in dormitories is 1,374 beds, which will allow us to accommodate all students in need for the 2024-2025 academic year.

The Corporation has a modern sports and recreation complex covering 8,245 square meters, equipped with modern sports equipment for physical education classes in 11 sports.

IEC LLP heads the UMO for Architecture, Construction, and Design, which brings together representatives of 41 universities in Kazakhstan, as well as non-governmental organizations and employers.

According to the results of the rating by the National Chamber of Entrepreneurs of the Republic of Kazakhstan "Atameken": a total of 19 educational programs of the Corporation participated in the 2023 rating, of which 32% were in the TOP-3 and 47% were in the TOP-5.

- 1st place – Graphic Design, Production of Building Materials and Structures;
- 2nd place – Architectural Design, Fashion Design;
- 3rd place – Design, Engineering Systems and Networks.

For comparison, in 2022, only 13 educational programs participated, of which 31% were in the TOP 3 and 46% were in the TOP 5.

- 1st place – Architectural Design, Graphic Design;
- 2nd place – Fashion Design;
- 3rd place – Engineering Systems and Networks.

1.3. Material and technical base:

The total area of the IEC LLP territory is 11 hectares, and the total building area is 70,000 m2.

The following buildings are located on the territory of IEC LLP:

- Main academic building;
- Main administrative building;
- Sports and recreation complex;
- Military department;
- KazGASA and Digital College buildings;
- Medical center;
- Two student dormitories with 1,374 beds;

- KazGASA School;
- KAU School.

A new modern dormitory with 345 beds is currently under construction, based on the European "accommodation" format, where students will have a sleeping area, workspace, private kitchen area, and bathroom in a 3m x 7m studio room. The basement floor will house a sports center and coworking areas for students.

Since 2023, a project has been under development for a scientific and educational center with dormitories and residential campuses called "Academic City." The total area of "Academic City" is 90,237 square meters. The plan is to build 7-8-9-story campuses with elevators, underground parking, and rooftop terraces. The first floor of Academic City will house research centers, educational courses, children's centers, coworking areas, food outlets, shops, and services for students and staff. The upper floors will have 4,280 student dormitory beds and 342 apartments for faculty members: 230 one-bedroom apartments, 54 two-bedroom apartments, and 58 three-bedroom apartments.

Lecture halls. The Corporation has 108 lecture halls with a total area of 7,354 square meters, designed for 4,159 seats, with an average area of 1.6 square meters per student, which provides comfortable and productive conditions for learning.

Lecture halls. There are 8 spacious lecture halls with a total area of 1,800 square meters, designed for 1,560 seats, ideal for large events and classes.

Computer classrooms. Digital resources include 9 computer classrooms with a total area of 806 square meters, designed for 197 seats, equipped with modern technology necessary for IT courses and digital laboratories.

Laboratories. The Corporation has 27 laboratories with a total area of 2,300 square meters, designed for 728 students. These facilities are equipped with advanced instruments to ensure high-quality research and experiments.

Workshops. Eleven specialized workshops with a total area of 787 square meters, designed for 383 seats, are intended for practical classes, allowing students to develop professional skills and work on creative projects.

Studios. The corporation offers 18 studios with a total area of 1,489 square meters, designed for 658 seats, providing optimal spaces for project work and collaborative creativity.

Reading rooms. Three reading rooms with a total area of 891 square meters, designed for 372 seats, provide comfortable conditions for students and teachers to study and access literature.

Military department. Includes 10 specialized classrooms with a total area of 520 square meters, designed for 244 seats, as well as a shooting range and library, creating unique conditions for student training.

Sports and recreation complex. The complex, with a total area of 1,701 square meters, includes halls for wrestling, boxing, and general physical training, which contributes to the physical development and well-being of students.

1.4. Achievements of IEC LLP over the past 5 years

Between 2019 and 2024, the following key qualitative and quantitative results were achieved, demonstrating significant progress in the Corporation's development and strengthening its position as one of the leaders in the education sector:

- there has been a positive trend in key financial indicators. In particular, net profit increased by 48% and revenue grew by 29.5%;
- A comprehensive modernization of the entire material and technical base of IEC LLP was carried out. *In particular:*
  - in 2020, the Student House was renovated;
  - in 2022-2023, the main academic building of IEC LLP was renovated;
  - In 2022-2023, the Sports and Health Complex and the Military Department were renovated.
  - in 2023, the Main Administrative Complex will be renovated;
  - From 2019 to 2024, 15 billion tenge of own funds were invested in renovation and construction.
- The total number of students at the Corporation has grown to 10,000.
- In 2023, the Corporation introduced its own educational information system, iPortal, which significantly improved training management processes and interaction between teachers and students.
- A new digital architecture for managing the Corporation was developed.
- The computer equipment fleet was updated, providing students and teachers with modern tools for their work.
- IEC LLP underwent institutional and program post-accreditation monitoring by the Independent Agency for Quality Assurance in Education (hereinafter referred to as NAOKO) for 2023 and 2024. Institutional and program accreditation is planned for 2025.
- Six grants were received through grant financing competitions, the Young Scientists Competition, and Zhas Galym through the Ministry of Science and Higher Education of the Republic of Kazakhstan.
- 16 patents for inventions and utility models were obtained;
- The laboratory base for scientific and educational processes was updated.
- 27 scientific and educational laboratories were commissioned and upgraded;
- The Corporation's scientific and library collection grew to 946,421 items.

- two student dormitories with 1,374 beds were put into operation;
- A modern sports and recreation complex with an area of 8,245 square meters, equipped with modern sports equipment, was built.
- A quality management system was introduced.
- IEC LLP became the only university in Kazakhstan to join the Belt and Road Architectural University International Consortium (BRAUIC);
- The UNESCO International Chair " " was opened, combining two new educational programs: " " and "Landscape Architecture";
- A double degree program with the Military Engineering Institute of Radio Electronics and Communications has been launched.
- A new Academic Policy for IEC LLP has been developed.
- IEC LLP improved its position in educational programs to the TOP-3 position in the ranking of the National Chamber of Entrepreneurs of the Republic of Kazakhstan "Atameken".

1.5. Competitive advantages and strengths of IEC LLP

All these factors confirm the steady growth of IEC LLP's educational and scientific activities over the past five years, which is reflected in the following strengths of the Corporation:

- historical experience in establishing and developing the Corporation's traditions;
- highly qualified teaching staff focused on the introduction of innovative teaching methods;
- high academic status among specialized universities in Kazakhstan and the UMO;
- new and improved material and technical base, which includes renovated classrooms, laboratories, and equipment for practical training and scientific research, as well as modern dormitories and a sports and recreation complex;
- a convenient and comfortable location for studying and living;
- a modern educational information system that ensures effective management of the educational process and access to resources;
- updated computer infrastructure that enables the implementation of advanced educational and research programs.

1.6. Current challenges

While noting the positive results achieved, the current challenges facing the education and construction industries in the context of rapid technological progress and the "digital revolution" require not only a comprehensive update of approaches

to the organization and content of educational programs, but also the introduction of innovative teaching methods, adaptation to digital technologies, and sustainable interaction with the professional environment.

In light of these changes, it is clear that for the effective development of the Corporation, it is necessary to take into account not only current trends and challenges in the field of technology and education, but also a wider range of factors. This implies an in-depth analysis of both internal and external challenges faced by IEC LLP.

Internal challenges:

- low level of scientific activity among teaching staff (publications, participation in competitive research and development, patenting of inventions);
- low student participation in scientific and research projects;
- insufficient partnerships with organizations and companies, which limits practice-oriented training and the potential for developing applied projects and research;
- lack of dormitory space for students, which hinders the attraction of a larger number of applicants from other regions and foreign citizens;
- insufficient integration into the international educational space (lack of double degree programs, courses taught in foreign languages, and low participation of faculty and students in international academic and research projects);
- lack of professional development programs, master classes, and internships that would allow teaching staff to develop modern competencies and teaching methods;
- lack of modern equipment, laboratories, and teaching materials, which reduces the quality of the educational process and scientific research;
- low human resource potential of teaching and support staff;
- weak patent activity;
- weak integration of science and education;
- low level of commercialization of scientific and technological achievements;
- lack of accredited laboratories.

External challenges:

- a growing number of universities offering unique programs, international exchange programs, and research opportunities, which makes it difficult to attract applicants and employees;
- the need to adapt curricula to new professional standards and employer requirements, especially in the context of digitalization, automation, the emergence of new industries, and the development of AI;

- The development of online courses, continuing education programs, and specialized learning platforms creates competition for traditional universities and reduces demand for full-time education.
- changes in government funding and its possible reduction;
- increased costs of maintaining campuses and infrastructure amid declining purchasing power of the population may affect the Corporation's financial condition and the affordability of education for students;
- The need to implement sustainable practices and standards of environmental and social responsibility, which will be taken into account in the accreditation and evaluation of universities, especially in international rankings.
- increased competition in the field of scientific and technical services related to the professional activities of IEC LLP.

These challenges formed the basis for the development of the current development program of IEC LLP for 2025–2027. This planning horizon allows the Corporation to flexibly adjust its strategy in response to changes in the external environment or the emergence of new challenges. This approach allows for the rapid adaptation of actions and priorities while maintaining long-term goals and sustainable development. This is particularly important in the context of dynamic changes in the educational, technological, and construction sectors, where not only strategic vision is required, but also the ability to respond quickly to emerging risks and opportunities.

2. MISSION, VALUES, GOALS, AND STRATEGIC DIRECTIONS OF IEC LLP

The implementation of key strategic directions and initiatives will create a solid foundation for the further sustainable development of the Corporation and the fulfillment of its mission.

2.1. Mission of IEC LLP

To create a people-oriented ecosystem for training sought-after specialists and developing the professional, creative, and scientific potential of each participant for the benefit of society.

2.2. Values of IEC LLP

- Quality
- Integrity
- Development
- Health

- Innovation
- Leadership
- Freedom of choice
- Creativity
- Social engagement and responsibility
- Sustainability
- Accessibility
- Inclusiveness

2.3. Main objectives of IEC LLP

2.3.1 To develop and support a community of like-minded people, industry leaders, and graduates to work together to promote the industry.

2.3.2 To form an ecosystem of scientific environment.

2.3.3 Strive for academic excellence by ensuring high-quality education.

2.3.4 To develop sustainable and environmentally-oriented concepts that contribute to the prosperity of society and the preservation of the environment.

2.3.5 Promote and implement innovations in architecture, construction, and design.

2.3.6 Stimulate entrepreneurial initiatives in relevant fields.

2.4. Strategic priorities

1. Attracting talent and supporting graduates.

2. Digitization of academic and business processes.

3. Developing research potential.

4. Integration of science and innovative solutions and technologies.

5. Compliance with sustainable development goals and ESG principles, strengthening the position of IEC LLP as a socially responsible and environmentally oriented university.

2.5. Strategic directions and initiatives

Special attention is paid to **strategic directions** such as:

- ensuring academic excellence and high-quality education;
- developing scientific research and strengthening international scientific cooperation;
- developing the social potential of students;
- strengthening human resources and developing the Corporation's HR strategy;
- digital transformation;

- improving infrastructure and ensuring financial stability;
- raising the status and recognition of the Corporation's brand.

And **initiatives** such as:

- KazGASA+.
- KazGASA Green;
- Creative hub.

3. TASKS WITHIN THE STRATEGIC DIRECTIONS

3.1. Ensuring academic excellence and high quality education

This direction includes the following tasks in the field of education and professional development:

Task 1: Enhancing the academic reputation of IEC LLP in the international arena through the accreditation and validation of educational programs by foreign agencies;

Task 2: Developing a system for training and professional development of teachers to introduce modern methods and technologies into the educational process.

This will allow teaching staff to gain unique experience, expand their knowledge, and establish contacts with leading experts in the field of architecture, construction, and design.

Task 3: Development and implementation of massive open online courses (MOOCs), creation of online educational programs, and integration of informal education elements to expand access to learning and increase the flexibility of the educational process.

An important element will be obtaining an online "License to Conduct Educational Activities," which will expand access to IEC LLP educational programs for students from different regions and countries.

Task 4: Launching dual degree programs with leading Kazakhstani and international universities and industry leaders.

This will allow students to receive an education that is recognized in two countries, which will significantly increase their career opportunities and level of training.

Task 5: Develop new and update existing educational programs in line with the current needs of employers in the construction, architecture, and creative industries and reflecting the expectations of students in terms of educational services.

Task 6: Modernize the educational infrastructure, including laboratories, computer classrooms, design and construction workshops.

Task 7: Strengthening ties with the industry through the development of career services, employment support, and internships for students and graduates.

Task 8: Implement a student-centered model of education through the development of individual learning paths for students and the application of innovative teaching and assessment methods.

These objectives are aimed at improving the educational system of IEC LLP, strengthening its position at the national and international levels, and creating opportunities for the comprehensive development of students and teachers.

3.2. Development of scientific research and strengthening of international scientific cooperation

Scientific research and international cooperation are strategic areas of development for IEC LLP, reflecting its aspiration to leadership in the field of architecture, construction, and design. The Corporation's scientific activities are aimed at creating innovative solutions, integrating science and education, and forming an intellectual base for sustainable development. A comprehensive approach to the development of science and international cooperation includes support for publication and patent activity, the involvement of students and teachers in research activities, the implementation of joint educational and scientific projects with leading international partners, and active participation in global initiatives and rankings.

These efforts will contribute to improving the quality of education, developing the Corporation's scientific and innovative potential, and strengthening its position in the international arena.

Task 1: Strengthening research potential by increasing publication activity.

Encourage publications in high-ranking journals by developing a system of incentives and educational training. Create joint publication projects with international partners.

Task 2: Develop infrastructure for scientific activity.

Ensuring access to advanced data analysis tools and scientometric databases. Introducing integrated platforms for scientific data and research management. Creating accessible digital infrastructure for analytical and experimental research. Optimizing existing laboratories to meet modern scientific requirements.

Task 3: Stimulating patent activity and introducing innovations.

Creation of internal competitions and patent support programs. Development of mechanisms for commercializing patents.

Task 4: Popularizing science through the organization of industry events.

Holding annual conferences, forums, and exhibitions to promote interaction between science, education, and industry. Publishing the Corporation's achievements in the media and on social networks.

Task 5: Expanding participation in national and international grant programs.

Creating a single window for grant project support. Establishing cooperation with state funds and international organizations to implement scientific projects.

Task 6: Expanding faculty participation in the scientific and innovation ecosystem.

Developing a culture of scientific activity by encouraging faculty participation in national and international competitions, conferences , and exhibitions. Creating support and training programs for participants to successfully present projects at scientific events.

Task 7: Strengthening partnerships with industry and implementing commercial projects.

Conclusion of long-term agreements with industrial companies for joint R&D. Implementation of innovative solutions in partnership with industry.

Task 8: Integrating students into research activities.

Active implementation of research projects in educational programs. Creation of scientific circles and interdisciplinary research groups for students.

Task 9: Development of strategic partnerships with leading international universities and organizations.

Establishing long-term agreements with universities, research centers, and private companies. Developing joint educational and scientific programs.

Task 10: Strengthening the Corporation's position in international rankings.

Developing and implementing a roadmap for participation in QS and THE rankings, including active work with Impact Rankings criteria.

Task 11: Expand academic mobility and internship programs.

3.3. Developing the social potential of students

The Corporation attaches particular importance to youth policy, given that in today's environment, universities play a key role not only in providing quality education, but also in shaping socially responsible individuals. Students must be prepared to work in conditions of high uncertainty and to actively participate in society.

IEC LLP strives to be a center for the implementation of youth initiatives at the city, national, and international levels, supporting the sustainable,

environmentally friendly, innovative, cultural, creative, and social development of students.

Objectives within the framework of students' social development:

Task 1. Development of students' personal and professional competencies.

Creating conditions for students to develop leadership, management, effective communication, soft skills, and emotional intelligence through educational and training programs, as well as creative initiatives.

Task 2. Increasing students' competitiveness in the labor market.

Supporting students' professional and personal growth through mentoring programs, internships, project activities, and close interaction with employers.

Task 3. Develop student self-government, as well as cultural and leisure initiatives.

Creating effective mechanisms for student participation in university management, supporting student initiatives and projects. Enriching the cultural and social life of students, creating conditions for self-expression through art, sports, and creativity.

Task 4. Creating an inclusive and supportive educational environment

Creating a tolerant and inclusive environment, supporting students with disabilities, as well as students from different cultural and social groups.

Task 5. Develop programs to support students' mental and physical health.

Providing comprehensive support for students in the areas of mental health and physical well-being, as well as developing sports infrastructure and promoting an active lifestyle.

3.4. Strengthening human resources and developing the Corporation's HR strategy

The role of HR in the development of IEC LLP cannot be overestimated. The professionalism, motivation, and competence of the teaching and administrative staff directly affect the quality of education, scientific achievements, and the overall perception of IEC LLP in society.

In an environment of increasing competition for talented employees, it is particularly important to implement modern HR practices, including staff adaptation and development programs, effective assessment and motivation systems, and opportunities for continuous professional growth.

A corporation that actively works to develop and ensure the well-being of its employees not only increases their satisfaction but also strengthens its reputation among students, applicants, and the professional community.

By focusing on HR policy, the Corporation creates a foundation for sustainable development and growth, maintains its talent pool, and encourages employee engagement in the Corporation's mission.

The Corporation's HR policy will be implemented through the following tasks:

Task 1: Building and optimizing the procedure for the movement of personnel documentation;

Task 2: Introducing a motivation system for teaching staff;

Task 3: Strengthening human resources capacity;

Task 4: Increasing employer attractiveness, HR brand;

Task 5 Optimizing business processes to achieve operational efficiency. Business process automation.

Task 6: Improving the effectiveness of interactions and communications.

3.5. Digital transformation

Further work on the Corporation's digital transformation is of great importance. The introduction of digital technologies contributes to the development of flexible learning formats, such as online courses and blended programs, which makes education more adaptive and accessible to a wide audience, including students from remote regions.

Digitalization also facilitates data management, analysis of educational processes, and monitoring of academic performance, enabling the Corporation to respond more quickly to student needs and raise educational standards.

A university's digital strategy is a plan for implementing digital technologies to improve the quality of education and university management. It includes a set of tasks aimed at integrating digital solutions into all aspects of the university's activities. Below are the main objectives of a digital strategy for a university:

Task 1. Digitization of the educational process

LMS (Learning Management Systems) platforms for distance learning that provide online access to learning materials, assignments, and assessments. Mobile applications for accessing educational resources from any device. Development of hybrid learning formats and implementation of technologies such as video lectures, virtual laboratories, and webinars.

Task 2. Development of digital competencies

Preparing students and teachers to use new technologies through special courses and training in digital literacy. Introducing professional development programs related to digital technologies.

Task 3. Analytics and personalization of education

Implementation of data analysis systems to monitor student performance and predict their success. Use of artificial intelligence to create personalized learning paths and adaptive courses.

Task 4. Digital transformation of university management

Use of systems to automate internal processes: schedule management, student enrollment, human resources, and finance. Introduction of platforms for interaction between teachers, students, and administration through electronic documents and automated systems.

Task 5. Infrastructure and cybersecurity

Creating and maintaining a reliable IT infrastructure: servers, cloud storage, secure networks. Developing measures to ensure cybersecurity and protect student and faculty data.

Task 6. Innovation and research

Introduction of digital technologies to improve the quality of scientific research: use of big data, machine learning, artificial intelligence, and modeling. Creation of virtual laboratories for research and the educational process.

Task 7. Digital interaction with the external environment

Ensuring the possibility of interaction with employers, external partners, and alumni through digital platforms for internships, employment, and joint projects. Promoting the university's digital brand through online platforms, social networks, and virtual open days.

Implementing a digital strategy requires not only technical equipment, but also changes in organizational culture, budget planning, professional development of employees, and consideration of global educational trends.

3.6. Improving infrastructure and ensuring financial stability

Further development of the Corporation's infrastructure is necessary to create a comfortable and productive environment that contributes to improving the quality of education and actively developing scientific research and social activities.

In the face of fierce competition with other universities, a modern and functional infrastructure is becoming an important factor in attracting talented students and highly qualified teachers.

Compliance with international infrastructure standards strengthens the Corporation's academic reputation and international appeal, allowing it to consolidate its position in the global education market.

In addition, improved infrastructure supports the development of innovation and cooperation with industry, creating space for research and applied activities.

Thus, strategic infrastructure development becomes the foundation for sustainable growth and strengthening the Corporation's competitiveness in the context of modern educational standards.

Ensuring the long-term financial sustainability of the Corporation to guarantee stability and independence in the implementation of its strategic objectives and educational initiatives through diversification of revenue sources, optimization of budget processes, and implementation of effective financial management mechanisms. To achieve this goal, the following tasks must be implemented:

Task 1: Improving the energy efficiency and sustainability of university facilities

Reducing energy and resource consumption, improving the energy efficiency of university buildings and facilities, and introducing green technologies.

Task 2: Diversify the Corporation's sources of income

Develop and implement programs to attract extrabudgetary funds, including partnerships with the private sector, international organizations, and the development of educational services for external users.

Task 3: Development of internal infrastructure to improve financial efficiency and transparency

Updating and implementing information systems to automate financial processes, improving the quality of financial management and training employees to work with new technologies and standards, as well as creating effective mechanisms for real-time monitoring and reporting of expenses and income.

3.7. Enhancing the status and recognition of the Corporation's brand

KazGASA is a leading specialized university in Central Asia with a rich history and unique educational programs. In the context of global competition, the priority task is to strengthen the KazGASA brand and position it as a key educational and scientific center recognized not only in Kazakhstan but also internationally. This direction encompasses a set of tasks aimed at increasing awareness, prestige, and strengthening trust in the academy among applicants, their parents, and the professional community.

Task 1: Strengthening the KazGASA brand

Creating and implementing a comprehensive strategy to promote KazGASA, aimed at forming a sustainable image of the academy as a leader in the field of architecture, construction, and design. The strategy will focus on the uniqueness of educational programs, international accreditations, and outstanding achievements of students and graduates, strengthening the trust, recognition, and position of KazGASA among key audiences: applicants, their parents, industry professionals, and strategic partners.

Task 2: Increase brand awareness of KazGASA among young people

Implement campaigns with a focus on attracting young people. Use modern digital and offline channels to showcase KazGASA's capabilities, including promotion through social media, working with influencers, holding interactive events, and highlighting the successes of students and graduates.

Task 3: Developing a network of alumni and a professional community

Establishment of the KazGASA Alumni Association as a key tool for strengthening professional ties and promoting the academy. The association will participate in educational initiatives, share successful alumni case studies, and support the academy's image at various levels.

3.8. TASKS WITHIN THE FRAMEWORK OF INITIATIVES

The **KazGASA+, KazGASA Green, and Academic City** initiatives form the strategic basis for the sustainable development of IEC LLP, reflecting the Corporation's mission to create a people-oriented ecosystem that unlocks the professional, creative, and scientific potential of each participant for the benefit of society. These initiatives correlate with our values and are integrated into all strategic directions of the Corporation, strengthening their interconnection and effectiveness.

3.8.1. KazGASA

KazGASA+ is a strategic initiative of IEC LLP aimed at creating a leading educational platform in Central Asia that combines informal and additional education for the Corporation's internal and external partners. Achieving this goal will strengthen the Corporation's academic reputation internationally and attract talented students and teachers. The initiative covers the training of students, teachers, industry partners, and a wide audience, providing modern educational products, research opportunities, and platforms for professional development.

Task 1: Create modern educational products that are accessible to a wide audience.

Develop online courses, podcasts, and video materials for students, faculty, and industry partners. Adapt materials for local and international audiences.

Task 2: Developing the professional competencies of students and faculty.

Conducting advanced training courses, workshops, and trainings on relevant topics. Integrating informal learning into professional development roadmaps.

Task 3: Organizing programs for industry partners.

Developing customized educational programs for corporate clients. Involving industry experts in the educational process.

Task 4: Expanding educational accessibility and inclusiveness.

Developing programs for students from remote regions and countries in Central Asia. Improving the accessibility of educational content through online platforms.

3.8.2. KazGASA Green

KazGASA Green is a strategic initiative aimed at implementing a comprehensive approach to sustainable development, minimizing the Corporation's environmental footprint, and forming an environmentally responsible community. It reflects IEC LLP's commitment to the principles of sustainability, social responsibility, and environmental awareness. The initiative promotes the integration of sustainable development principles into the Corporation's educational programs, scientific research, and daily activities, while strengthening its position as an environmentally oriented institution.

As part of this initiative, IEC LLP plans to accomplish the following tasks:

Task 1: Develop and implement the Corporation's sustainable development strategy.

Incorporate ESG (environmental, social, and governance) principles into the Corporation's strategic plans. Integrate sustainable development into educational, scientific, and management processes.

Task 2: Strengthening the sustainability of campus infrastructure.

Conducting an environmental audit and introducing energy- and water-saving technologies. Developing and implementing a program to minimize the campus's carbon footprint.

Task 3: Fostering an environmental culture among students, faculty, and staff.

Creating a system for involvement in environmental initiatives through volunteer programs, clubs, and campaigns. Developing educational products on environmental culture and sustainable development.

Task 4: Expanding partnerships and participating in international initiatives in the field of sustainable development.

Establishing cooperation with leading local and international organizations. Participating in international grant programs such as Horizon Europe, LIFE Programme, and Green Climate Fund.

Task 5: Development of scientific research and educational products on sustainable development.

Establishment of competence centers and research groups to study and implement sustainable solutions. Holding international conferences, publishing scientific papers in leading journals in this field.

Task 6: Implementation of a transparent monitoring and reporting system for sustainable development.

Creation and annual publication of reports on environmental and social responsibility. Implementation of a KPI system to assess the Corporation's environmental performance.

3.8.3. Academic city

Academic City is a strategic initiative of IEC LLP aimed at creating an advanced ecosystem that supports entrepreneurship and innovation in the fields of architecture, construction, and design as part of the Academic City construction project. The initiative provides students, teachers, and industry partners with opportunities to commercialize scientific achievements, implement creative projects, and develop professional competencies.

Task 1: Development of infrastructure for innovation and creative projects.

Creation of creative spaces and specialized laboratories for the implementation of digital, technical, and design projects. Integration of modern technologies, including VR/AR, BIM, and prototyping.

Task 2: Support for creative startups and projects.

Launching acceleration programs for students, teachers, and industry partners. Organizing competitions for innovative ideas with subsequent commercialization of the best solutions.

Task 3: Strengthening ties between the Corporation and industry.

Developing joint projects with industry partners, including custom research and consulting services. Holding industry forums and round tables to discuss current challenges and innovations.

Task 4: Attracting talent and developing leadership skills.

Developing mentoring programs for students and young professionals. Organizing specialized educational modules dedicated to the development of leadership and management skills.

Appendix 1

Target indicators of the IEC development strategy

No. No	Target indicators	Unit	In the planning period (year)			
			2024	2025	2026	2027
Area 1. Ensuring academic excellence and high quality education						
Task 1: Enhancing the academic reputation of the IEC in the international arena through the accreditation of educational programs by foreign agencies and achieving high positions in rankings						
1	Percentage of educational programs accredited by foreign international agencies	%	0	5	10	20
2	Number of educational programs ranked 1-3 places in the NPP ranking Atameken	Unit	6	7	8	10
Task 2: Develop a system for training and improving the qualifications of teachers to introduce modern methods and technologies into the educational process.						
1	Number of specialists who have completed advanced training or internships/retraining courses in inclusive education methods	persons	14	30	40	50
2	Percentage of teaching staff with a valid IELTS certificate of at least 6.0 or TOEFL iBT of at least 79, out of the total number of teaching staff	persons		5	15	25
Task 3: Development and implementation of massive open online courses (MOOCs), creation of online educational programs, and integration of informal education elements to expand access to learning and increase the flexibility of the educational process.						
1	Number of MOOCs implemented Number of massive open online courses (MOOCs) launched	units	0	5	10	20
2	Percentage of educational programs with integrated online learning elements	units	3	10	20	30
Task 4: Launching dual degree programs with leading Kazakh and international universities and industry leaders						
1	Number of educational programs within the	units	0	1	2	3

	framework of dual degree programs with partner universities from among the top 700 in the QS ranking.					
Task 5: Develop new and update existing educational programs in line with the current needs of employers in the construction and architecture industries and reflecting the expectations of students in terms of educational services.						
1	Number of partners from the construction and architecture industries involved in joint program development	**units**	**5**	**10**	**20**	**30**
2	Level of satisfaction of students and employers with the quality of educational programs (based on survey results)	**%**	**0**	**50**	**70**	**80**
Task 6: Modernization of educational infrastructure, including laboratories, computer classrooms, design and construction workshops.						
1	Number of accredited scientific laboratories	**units**	**0**	**2**	**4**	**6**
2	Share of funds allocated for upgrading the educational laboratory facilities	**%**	**3.5**	**5**	**7**	**10**
Task 7: Strengthen ties with the industry by developing career services, supporting employment and internships for students and graduates.						
1	Percentage of bachelor's degree graduates employed in their field of study within one year of graduation out of the total number of graduates	**%**		**70**	**72**	**75**
Task 8: Implement a student-centered education model by developing individual learning paths for students and applying innovative teaching and assessment methods.						
1	Percentage of students using individual learning paths	**%**	**0**	**15**	**20**	**30**
Area 2. Development of scientific research and strengthening of international scientific cooperation						
Task 1: Strengthening research potential by increasing publication activity.						
1	Number of articles published in journals recommended by the Committee on Science and Higher Education of the Ministry of	**No.**	**18**	**25**	**30**	**35**

	Education and Science of the Republic of Kazakhstan					
2	Number of articles published in journals indexed in Scopus and Web of Science databases	**No.**	**40**	**50**	**60**	**70**
3	Number of monographs published, including those published by a university press included in the top 500 international rankings of Academic Ranking of World Universities, Times Higher Education World University Rankings, or US News Best Global Universities Rankings	**No.**	**10**	**15**	**18**	**20**
4	Number of faculty members with a Hirsch index of 5 or higher	**No.**	**6**	**10**	**15**	**20**
Task 2: Development of infrastructure for scientific activities.						
1	Percentage of funds spent on upgrading educational and scientific equipment	**%**	**3**	**3**	**4**	**5**
2	Number of accredited scientific and innovation laboratories	**No.**	**0**	**1**	**5**	**7**
3	Percentage of users of scientometric databases	**%**	**0**	**30**	**60**	**90**
Task 3: Stimulating patent activity and introducing innovations.						
1	Number of patents obtained	**No.**	**6**	**12**	**15**	**20**
2	Number of patents implemented in commercial activities	**No.**	**6**	**7**	**10**	**15**
Task 4: Popularization of science through the organization of industry events.						
1	Number of scientific and practical conferences held at the IEC, including indexing of conference materials in the Scopus database	**No.**	**1**	**2**	**2**	**3**
2	Percentage of participants from external organizations	**%**	**10**	**20**	**30**	**40**
Task 5: Expanding participation in national and international grant programs.						

1	Number of scientific and scientific-technical projects carried out under grant and program-targeted funding	**No.**	**6**	**8**	**10**	**12**
Task 6: Expanding the participation of teaching staff in the scientific and innovation ecosystem.						
1	Increase in the number of researchers as a percentage of the total number of teaching staff in 2024.	**No.**	**15**	**20**	**25**	**30**
2	Number of winners from among teaching staff in the competitions "Best University Teacher," "Best Researcher," and awards in the field of science, state research scholarships	**No.**	**1**	**3**	**4**	**5**
Task 7: Strengthening partnerships with industry and implementing commercial projects.						
1	Number of commercialized projects out of the total number of completed applied research projects	**No.**	**0**	**1**	**2**	**2**
2	Volume of scientific projects commissioned by industry	**thousand rubles**	**1,200,000**	**6,000,000**	**8,000,000**	**10,000,000**
3	Number of anchor partners	**No.**	**-**	**1**	**2**	**2**
Task 8: Integration of students into research activities.						
1	Percentage of young scientists out of the total number of scientists engaged in R&D	**%**	**25**	**30**	**35**	**40**
2	Percentage of students participating in research work out of the total number of students	**%**	**1**	**3**	**4**	**5**
3	Growth in the number of doctoral students who defended their theses	**%**	**40**	**40**	**50**	**50**
Task 9: Develop strategic partnerships with leading international universities and organizations.						
1	Number of new international agreements	**No.**	**10**	**15**	**20**	**20**
Task 10: Strengthening the university's position in international rankings.						
1	Ranking in QS Asia University Rankings: Central Asia	**place**	**-**	**100**	**60**	**Top 50**

2	Ranking in QS World University Rankings: Asia	**place**	-	**901**	**500-900**	**Top 500**
Task 11: Expanding academic mobility and internship programs.						
1	Number of students participating in academic and research mobility programs, international internships	**No.**	**10**	**30**	**50**	**70**
2	Number of teachers participating in academic and scientific mobility programs, international internships	**No.**	**10**	**20**	**30**	**30**
Area 3. Development of students' social potential						
Task 1. Development of students' personal and professional competencies. **Task 3.** Development of student self-government, as well as cultural and leisure initiatives of students.						
1	Number of student interest groups	**Unit**	**20**	**30**	**35**	**40**
2	Percentage of students participating in student associations.	**%**	**30**	**40**	**50**	**60**
3	Number of large-scale events (creative events, forums, conferences, seminars, volunteer projects, eco-actions).	**Unit**	**10**	**15**	**20**	**25**
Task 2. Improving students' competitiveness in the labor market.						
4	Increasing the proportion of students participating in professional competitions, internships, and projects aimed at developing skills.	**%**	**10**	**12**	**15**	**20**
Task 4. Creating an inclusive and supportive educational environment						
5	Student satisfaction index with the quality of an inclusive and supportive educational environment (based on survey results)	**%**	**65**	**70**	**75**	**80**
Task 5. Development of programs to support students' mental and physical health						
	Student satisfaction index with mental and physical health programs (based on survey results)	**%**	**30**	**40**	**50**	**60**
Area 4. Digital transformation						
Task 1: Digitization of the educational process						

1	Implement an online learning platform and convert courses to a hybrid format	%	0	10	30	50
Task 2. Development of digital competencies						
1	Develop online courses on digital skills	%	0	1	2	3
2	Provide training in digital skills for teaching staff through an online course	%	0	30	60	100
3	Provide training in digital skills to students through an online course	%	0	40	60	80
Task 3. Analytics and personalization of education						
1	Implementation of data analysis systems to monitor student performance and predict their success	%	0	30	60	100
Task 4. Digital transformation of university management						
1	Implement an ERP system for university management			Automation of the HR and financial systems	Analytics of HR and financial systems	Full integration of all processes into ERP
Task 5. Infrastructure and cybersecurity						
1	Create a reliable IT infrastructure and implement cybersecurity			Secure communication channels, data backup	Implementation of a security monitoring system	Regular security audits and training
Task 6. Innovation and research activities						
1	Create virtual laboratories for scientific research and the educational process	**Total**	0	1	2	3
Task 7. Digital interaction with the external environment						
1	Create a platform for interaction with employers and university partners for internships and employment of students	%	0	30	60	90
Area 5. Strengthening human resources capacity and developing the university's HR strategy						
Task 1: Building and optimizing procedures for handling personnel documentation						
1	Implementation of 1C version 3.0	%	10	90	100	
2	Automation of the business process for submitting and	%	20	80	10	

	approving HR applications					
Task 2: Implementation of a motivation system for teaching staff						
1	Development and implementation of a KPI and bonus system for teaching staff	%	60	100		
Task 3: Strengthening human resources capacity						
1	Developing a system for finding, hiring, and training staff	%	70	100		
2	Implementation of a recruitment analytics system	%	80	100		
3	Implementation of a training and professional development system	%	10	80	100	
Task 4: Enhancing employer attractiveness, HR brand						
1	Development of a social package	%	60	100		
2	Social media management, external PR	%	10	60	10	
Task 5: Optimizing business processes to achieve operational efficiency. Business process automation;						
1	Optimization of business processes through analysis and recommendations for improvement and automation	%	40	80	100	
2	Business process automation based on analysis and recommendations	%	30	80	10	
Task 6: Improving the effectiveness of interactions and communications						
1	Implementation of a communication portal	%	80	100		
2	Involvement of staff in the portal through weekly internal PR	%	50	80	100	
Direction 6. Ensuring the financial stability and effectiveness of the educational activities of the IEC (KazGASA)						
Task 1: Diversification of the university's sources of income						
1	Percentage increase in the university's extrabudgetary income as a share of total income	%	2	2	3	4
Task 2: Optimizing budget processes and improving financial transparency						
1	Percentage of financial plans fulfilled according to key indicators	%	95	95	95	95

	(income, expenses, investments)					
Task 3: Developing internal infrastructure to improve financial efficiency						
1	Level of automation and integration of financial processes	%	**30**	**50**	**70**	**100**
Task 4: Improving the energy efficiency and sustainability of university facilities Reducing energy and resource consumption, improving the energy efficiency of university buildings and facilities, introducing green technologies.						
Area 7. Enhancing the status and recognition of the KazGASA brand						
Task 1: Strengthening the position of the KazGASA brand						
1	Increasing brand recognition	%	0	30	40	50
2	IEC Student Loyalty Index (NPS)	Points	≥0	≥50	≥60	≥70
3	Monthly traffic to the KazGASA website	people	0	10,000	12,000	15,000
Task 2: Increase brand awareness of KazGASA among young people						
1	Increase in the number of fee-paying students as a percentage of the total number of applicants	%	34.67	+5	+10	+15
2	Growth in the number of participants in career guidance events	%	0	+10	+15	+15
3	Growth in audience engagement on social media	%	0	+10	+15	+20
4	Increase in the number of subscribers on social media	%	0	+5	+10	+15
Task 3: Development of the alumni network and professional community						
1	Number of participants in the Alumni Association	people	0	50	100	150
TASKS WITHIN THE FRAMEWORK OF INITIATIVES						
KazGASA+						
Task 1: Creation of modern educational products accessible to a wide audience.						
1	Number of online courses launched on the platform for external users	**No.**	**-**	**10**	**20**	**30**
2	Number of podcast and video releases	**No.**	**-**	**15**	**25**	**35**
3	Percentage of educational materials translated into international languages	**%**	**-**	**10**	**15**	**20**

Task 2: Development of professional competencies of students and teachers.						
1	Number of additional courses in specialized areas	**No.**	-	**5**	**10**	**15**
2	Percentage of students and teachers who have completed additional training programs	**%**	-	**10**	**20**	**30**
Task 3: Organizing programs for industrial partners.						
1	Number of programs developed for industrial partners	**No.**	-	**3**	**6**	**10**
Task 4: Expanding educational accessibility and inclusiveness.						
1	Number of students from remote regions participating in KazGASA+ educational programs	**No.**	-	**20**	**25**	**30**
KazGASA Green						
Task 1: Development and implementation of a sustainable development strategy for the university.						
1	Number of university processes integrated with ESG principles	**No.**	-	**3**	**4**	**5**
2	Percentage of programs containing modules on sustainable development	**No.**	-	**3**	**4**	**5**
Task 2: Strengthening the sustainability of campus infrastructure.						
1	Reducing campus resource consumption: electricity and water	**%**	-	**3**	**5**	**7**
2	Number of energy-efficient technologies implemented	**No.**	-	**1**	**2**	**3**
Task 3: Fostering an environmental culture among students, teachers, and staff.						
1	Number of students, staff, and faculty participating in environmental initiatives	**No.**	-	**10**	**20**	**30**
2	Number of courses developed on environmental culture	**No.**	-	**1**	**3**	**4**
Task 4: Expanding partnerships and participation in international initiatives in the field of sustainable development.						
1	Number of partnership agreements with international organizations in the field of ESG	**No.**	-	**1**	**2**	**3**

2	Volume of grant funding attracted in the areas of sustainable development	**trillion**	-	**1,000,000**	**2,000,000**	**3,000,000**
Task 5: Development of scientific research and educational products on sustainable development.						
1	Share of scientific publications on sustainable development in international journals, out of the total number of publications	**%**	-	**5**	**7**	**10**
2	Percentage of conferences and scientific events held on the topic of sustainable development	**%**	-	**3**	**5**	**7**
Task 6: Introduction of a transparent monitoring and reporting system for sustainable development						
1	Number of reports published	**No.**	-	**1**	**2**	**2**
2	Percentage of KPIs implemented for monitoring sustainable development	**%**	-	**1**	**3**	**5**
Academic city						
Task 1: Development of infrastructure for innovation and creative projects.						
1	Number of innovative and creative spaces created	**No.**	-	**1**	**2**	**2**
2	Percentage of completed projects using hub infrastructure	**%**	-	**2**	**5**	**7**
3	Number of new technologies integrated into the infrastructure	**No.**	**1**	**1**	**2**	**3**
Task 2: Support for creative startups and projects.						
1	Number of startups that have completed incubation and acceleration programs at the Moscow Innovation Center	**No.**	-	**2**	**4**	**6**
2	Number of ideas commercialized as a result of competitions	**No.**	-	**1**	**2**	**3**
3	Total amount of funding raised for startups	**Tng.**	-	**500,000**	**1,000,000**	**2,000,000**
Task 3: Strengthening ties between the university and industry.						
1	Number of companies participating in partnership programs	**No.**	**1**	**3**	**4**	**5**

2	Number of contracts concluded for custom research and corporate innovation programs	**No.**	-	**1**	**2**	**4**
Task 4: Attracting talent and developing leadership skills.						
1	Number of mentors involved in programs	**No.**	-	**1**	**3**	**4**
2	Percentage of students participating in mentoring programs	**%**	-	**2**	**4**	**5**
3	Number of educational modules devoted to leadership and management	**No.**	-	**1**	**2**	**3**