

**REGISTER and RISK MAP**  
**in the implementation of the Development Program of «Abai Kazakh National Pedagogical University» for 2023-2029**

Key Performance Indicators at Risk (key performance indicators at risk)	Risk (risk)	Risk factors (causes, manifestations), source of risk	Interested party (stakeholder/ interested party), owner of the risk	RISK MAP		
				The likelihood of risk occurrence	The level of consequence, the materialization of risk	Risk category (level)
				Very high level (risk occurrence 76-100%) The rating intervals are 3.28 - 4	Very high level (consequences 76-100%) The rating intervals are 3.28 - 4	
				High level (risk occurrence 51-75%) The rating intervals are 2.53 - 3.25	High level (51-75% risk consequences) The rating intervals are 2.53 - 3.25	
				Average level (risk occurrence of 26-50%) The rating intervals are 1.78 - 2.50	Average level (risk consequences 26-50%) The rating intervals are 1.78 - 2.50	
				Low level (risk occurrence 0-25%) The rating intervals are (from 1 to 4) 1 - 1.75	Low level of risk consequences 0-25%) The rating intervals are (from 1 to 4) 1 - 1.75	

**Risk:** the effect of uncertainty on objectives.

**Likelihood:** the possibility that an event may occur.

**Consequence:** the outcome of an event that affects the objectives.

**Goal 1. Creating an educational environment conducive to the disclosure of students' talents**  
**Objective 1.1 To create and maintain a favorable environment for students**

1.1.1. Educational services in the field of higher and postgraduate education (in 2023 - 16 151, in 2024 - 16700, in 2025 - 17400, in 2026 - 17700, in 2027 - 18100, in 2028 - 18300, in 2029 - 18,500 people).	<u>1) reduction of the volume of educational services provided;</u>	1) insufficient number of students, which leads to a decrease in the university's income; 2) reduction of programs and areas of training, which limits opportunities for applicants; 3) high competition or low demand for educational services caused by a decrease in the attractiveness of programs.	Vice-Rector for Academic Affairs, Director of the Sorbonne-Kazakhstan Institute, deans of faculties and their deputies in terms of competence	Medium level	High level	High level
	<u>2) reduced funding for educational services.</u>	1) reduction of the state educational order, which reduces the number of students on a budgetary basis; 2) lack of funds for modernization of infrastructure, reducing the competitiveness of the university; 3) decrease of applicants' interest in university programs, which leads to a deficit.	Vice-Rector for Academic Affairs, Vice-Rector for Finance and Infrastructure Development, Director of the Sorbonne-Kazakhstan Institute, deans of faculties and deputies according to their competence	Medium level	High level	High level
1.1.2. The share of those who entered the university with the signs «Altyn Belgі», winners of international Olympiads and competitions of scientific projects of the last three years, winners of the presidential,	<u>1) insufficient number of high-achieving students among the incoming class;</u>	1) low percentage of students with high academic preparation, which reduces the competitiveness of the university; 2) reduced attractiveness of the university for applicants with high potential due to insufficient reputation in the academic community; 3) limited coverage of talented applicants at the stage of career guidance and selection.	Vice-Rector for Academic Affairs, Director of the Sorbonne-Kazakhstan Institute, deans of faculties and their deputies in terms of competence	Medium level	High level	High level

republican Olympiads and competitions of scientific projects of the current academic year (awarded with diplomas of the first, second and third degrees) of their total number (in 2023 - 8.6, in 2024 - 8.7, in 2025 - 8.8, in 2026 - 8.9, in 2027 - 9, in 2028 - 9.1, in 2029 - 9.2%).	<b><u>2) declining interest of talented applicants to university programs.</u></b>	1) lack of demand for educational programs among talented entrants due to the inconsistency with modern requirements; 2) weak promotion of educational programs of the university at the national and international levels; 3) lack of unique advantages and opportunities for students with high achievements.	Vice-Rector for Academic Affairs, Director of the Sorbonne-Kazakhstan Institute, deans of faculties and their deputies in terms of competence	Medium level	Medium level	Medium level
1.1.3. The share of TS who have passed advanced training and foreign internship (in accordance with the coefficient for national universities -1.5) (in 2023 - 50%, in 2024 - 50%, in 2025 - 50%, in 2026 - 50%, in 2027 - 50%, in 2028 - 50%, in 2029 - 50%).	<b><u>1) low level of qualification of teaching staff (faculty);</u></b>	1) outdated teaching methods and teaching materials that do not meet modern requirements; 2) insufficient competence of teaching staff in the use of modern technologies and innovations in teaching; 3) reduction of the university's competitiveness in the educational market.	Vice-Rector for Academic Affairs, Director of the Sorbonne-Kazakhstan Institute, deans of faculties and their deputies	Medium level	High level	High level
	<b><u>2) low motivation of teachers to participate in professional development programs and foreign internships.</u></b>	1) lack of initiative of teaching staff due to insufficient motivation; 2) lack of time for teachers due to high workload; 3) low awareness of opportunities for internships and professional development courses.	Vice-Rector for Academic Affairs, Vice-Rector for Strategy and Internationalization, Director of the Sorbonne-Kazakhstan Institute, deans of faculties and their deputies	Medium level	Medium level	Medium level
<b><u>1.1.4. The share of employers, representatives of business structures involved in the educational process from the total number of TS (in 2023 - 16, in 2024 - 18, in 2025 - 20, in 2026 - 21, in 2027 - 23, in 2028 - 25, in 2029 - 27%).</u></b>	<b><u>1) low level of involvement of employers and representatives of business structures in the educational process;</u></b>	1) limited access of students to practical experience, reducing their competitiveness in the labor market; 2) non-compliance of educational programs with the requirements of employers, which makes it difficult to employ graduates; 3) lack of partnership with business structures, which reduces the innovative component of the educational process.	Vice-Rector for Academic Affairs, Director of the Sorbonne-Kazakhstan Institute, deans of faculties and their deputies	Medium level	High level	High level
	<b><u>2) low motivation of employers to participate in the educational process.</u></b>	1) lack of material or non-material motivation for business representatives, which reduces their interest; 2) insufficient awareness of employers about the opportunities and benefits of cooperation with the university; 3) organizational and administrative barriers that hinder the integration of business representatives into the educational process.	Vice-Rector for Academic Affairs, Director of the Sorbonne-Kazakhstan Institute, deans of faculties and their deputies	Medium level	Medium level	Medium level
1.1.5. Growth of respondents involved in academic surveys (in 2023 - 400, in 2024 - 500, in 2025 - 600, in 2026 - 700, in 2027 - 800, in 2028 - 900, in 2029 - 1000 people).	<b><u>1) insufficient number of respondents for academic research;</u></b>	1) limited opportunities to obtain representative data, which reduces the accuracy of analysis and subsequent decisions; 2) low interest of students, teachers and employers to participate in the surveys, which reduces the number of responses; 3) insufficient awareness of academic research and its importance, which leads to passivity of participants.	Vice-Rector for Strategy and Internationalization, Vice-Rector for Academic Affairs, Director of the Sorbonne-Kazakhstan Institute, deans of faculties and their deputies	Medium level	High level	High level
	<b><u>2) poor quality of data collected due to lack of respondent participation.</u></b>	1) formal filling of questionnaires without attention to the questions, which leads to distorted results; 2) low number of responses from key groups (e.g. employers, graduates), which limits the completeness of the analysis; 3) Homogeneity of the sample, reducing the possibility of generalizing the results.	Vice-Rector for Strategy and Internationalization, Vice-Rector for Academic Affairs, Director of the Sorbonne-Kazakhstan Institute, deans of faculties and their deputies	Medium level	Medium level	Medium level

1.1.6. Ratio of students and TS (in 2023 - 16, in 2024 - 14, in 2025 - 14, in 2026 - 13, in 2027 - 13, in 2028-12, in 2029-12 units), higher education	<u>1) exceeding the optimal ratio of students to faculty;</u>	1) increased workload on teachers, which reduces their efficiency and quality of teaching; 2) decrease in the quality of the educational process due to insufficient attention to the individual needs of students; 3) limited opportunities for counseling and academic guidance, especially for senior students and graduate students.	Vice-Rector for Academic Affairs, Vice-Rector for Strategy and Internationalization, Director of the Sorbonne-Kazakhstan Institute, deans of faculties and their deputies	Medium level	High level	High level
	<u>2) non-compliance of the number of students and faculty with the established norms.</u>	1) decrease in accreditation indicators affecting the reputation of the university; 2) limited opportunities of the university to participate in international rankings, where the ratio of students and faculty is taken into account; 3) difficulties in providing an individualized approach to teaching, which reduces the level of graduates' training.	Vice-Rector for Academic Affairs, Director of the Sorbonne-Kazakhstan Institute, deans of faculties and their deputies	Medium level	Medium level	Medium level
1.1.7. Number of full-time TS (in 2023 - 859, in 2024 - 990, in 2025 - 1040, in 2026 - 1160, in 2027 - 1190, in 2028 - 1325, in 2029 - 1340 people).	<u>1) insufficient number of full-time faculty members;</u>	1) decrease in the quality of the educational process caused by an increase in the workload of current teachers; 2) limited opportunities for conducting scientific research and participation in projects, reducing the academic activity of the university; 3) difficulties in providing an individualized approach to learning, which negatively affects student satisfaction.	Vice-Rector for Academic Affairs, Head of the Rector's Office, Director of the Sorbonne-Kazakhstan Institute, deans of faculties and their deputies in competence	Medium level	High level	High level
	<u>2) exceeding the optimal number of full-time faculty members.</u>	1) inefficient use of budget funds, which creates additional financial burdens on the university; 2) reduced workload of individual teachers, which leads to their underemployment; 3) lack of motivation of teachers for professional development.	Vice-Rector for Academic Affairs, Vice-Rector for Finance and Infrastructure Development, Head of the Rector's Office, Director of the Sorbonne-Kazakhstan Institute, deans of faculties and their deputies in competence	Low level	Medium level	Medium level
1.1.8. Academic degree of TS (in 2023 - 56, in 2024 - 56, in 2025 - 56, in 2026 - 56, in 2027 - 57, in 2028 - 58, in 2029 - 60%).	<u>1) low degree level of faculty members (faculty members);</u>	1) insufficient number of teachers with academic degrees, which reduces the academic status of the university; 2) inability to meet the requirements for accreditation of educational programs, which affects their status; 3) decrease in the trust of students, parents and employers, which limits the enrollment of students and the prestige of the university.	Vice-Rector for Academic Affairs, Vice-Rector for Strategy and Internationalization, Head of the Rector's Office, Director of the Sorbonne-Kazakhstan Institute, deans of faculties and their deputies in competence	Medium level	High level	High level
	<u>2) deterioration of the rank structure of the faculty due to staff turnover.</u>	1) dismissal of teachers with academic degrees, which increases the load on the rest of the staff; 2) insufficient motivation for staff retention, which leads to the outflow of qualified specialists; 3) decreased attractiveness of the university for new staff due to lack of career prospects or working conditions.	Vice-Rector for Academic Affairs, Head of the Rector's Office, Director of the Sorbonne-Kazakhstan Institute, deans of faculties and deputies according to their competence	Medium level	Medium level	Medium level
1.1.9. The share of document flow at the university in the state language (in 2023 - 91, in 2024 - 91.5, in 2025 - 92, in 2026 - 92.5, in 2027 - 93, in 2028 - 93.5, in 2029 - 94%).	<u>1) low share of document circulation in the state language;</u>	1) insufficient integration of the state language into the daily activities of the university.	Head of the Rector's Office, Director of the Sorbonne-Kazakhstan Institute, deans of faculties and their deputies in competence	Medium level	High level	High level
	<u>2) poor quality of documents drafted in the state language.</u>	1) non-compliance with legislative requirements; 2) grammatical and stylistic errors in documentation; 3) slowdown of document processing due to the need for correction.	Head of the Rector's Office, Director of the Sorbonne-Kazakhstan Institute, deans of faculties and their deputies in competence	Medium level	Medium level	Medium level

Objective 1.2. To develop the internationalization of educational activities and ensure promotion in international rankings

1.2.1. The number of educational programs within the framework of double-degree education with partner universities, including those from the TOP 700 of the QS rating (in 2023 - 11, in 2024 - 11, in 2025 - 11, in 2026 - 12, in 2027 - 12, in 2028 - 13, in 2029 - 14 units).	<u>1) insufficient number of dual degree programs with partner universities;</u>	1) limitation of students' opportunities for international education, which reduces their competitiveness in the labor market; 2) lack of international cooperation, limiting access to advanced educational methods and technologies; 3) reduced attractiveness of the university for applicants oriented to international programs.	Vice-Rector for Strategy and Internationalization, Vice-Rector for Academic Affairs, Director of the Sorbonne-Kazakhstan Institute, deans of faculties and deputies according to their competence	Medium level	High level	High level
	<u>2) non-compliance of educational programs with the requirements of international standards;</u>	1) difficulties in coordinating curricula with partner universities, which delays the implementation of programs; 2) lack of demand for programs among students due to limited relevance in the international market; 3) insufficient qualification of teachers to implement programs at the international level.	Vice-Rector for Academic Affairs, Vice-Rector for Strategy and Internationalization, Director of the Sorbonne-Kazakhstan Institute, deans of faculties and their deputies in competence	Medium level	Medium level	Medium level
1.2.2. The share of students who have gone abroad under the academic mobility program for at least a trimester, semester, academic year from the total number of students (in 2023 - 0.60, in 2024 - 0.62, in 2025 - 0.68, in 2026 - 0.93, in 2027 - 1.05, in 2028 - 1.11, in 2029 - 1.23%).	<u>1) low proportion of students participating in academic mobility programs;</u>	1) decrease in the international prestige of the university, since academic mobility is an important indicator of integration into the global educational space; 2) The possibility for students to gain international experience is limited, which reduces their competitiveness in the labor market; 3) Failure to fulfill accreditation requirements containing indicators of academic mobility of students.	Vice-Rector for Strategy and Internationalization, Director of the Sorbonne-Kazakhstan Institute, deans of faculties and their deputies in competence	Medium level	High level	High level
	<u>2) low interest of students in academic mobility programs;</u>	1) lack of information about benefits due to lack of motivation of students to participate in programs; 2) language barriers that make it difficult to participate in international programs; 3) lack of academic preparation for successful study abroad, which will lead to withdrawal from participation.	Vice-Rector for Strategy and Internationalization, Director of the Sorbonne-Kazakhstan Institute, deans of faculties and their deputies in competence	Medium level	Medium level	Medium level
1.2.3. The share of TSteaching in English from the total number of TS (in 2023 - 18.7, in 2024 - 18.7, in 2025 - 18.8, in 2026 - 18.9, in 2027 - 19, in 2028 - 19.1, in 2029 - 19.2%).	<u>1) insufficient proportion of faculty members who speak English for teaching;</u>	1) limited opportunities for the implementation of international educational programs, including programs in English; 2) reduced competitiveness of the university in the international arena, since English is the main language of international education; 3) students have limited access to modern knowledge and materials available only in English.	Vice-Rector for Academic Affairs, Vice-Rector for Strategy and Internationalization, Director of the Sorbonne-Kazakhstan Institute, deans of faculties and their deputies in competence	Medium level	High level	High level
	<u>2) low motivation of teachers to teach and learn in English.</u>	1) insufficient motivation of teachers for professional development in the language field due to lack of motivation; 2) difficulties with the transition to English language teaching due to lack of teaching load and time; 3) resistance to change on the part of teachers, especially senior staff.	Vice-Rector for Academic Affairs, Vice-Rector for Strategy and Internationalization, Director of the Sorbonne-Kazakhstan Institute, deans of faculties and deputies according to their competence	Medium level	Medium level	Medium level
1.2.4. The share of foreign students in the university from the total number of students (according to the coefficient for national universities -1.5) (in 2023 - 3.5, in 2024 - 4.2, in 2025 - 4.3, in 2026 - 4.4, in 2027 - 4.6, in 2028 - 4.6, in 2029 - 5%).	<u>1) low proportion of international students at the university;</u>	1) insufficient internationalization of the university, which affects its international rating and reputation; 2) limitation of cultural and academic exchange, which reduces the quality of the educational process and the opportunity to participate in international programs...; 3) insufficient financial revenues from international students, which could serve as an additional source of income.	Vice-Rector for Strategy and Internationalization, Director of the Sorbonne-Kazakhstan Institute, deans of faculties and their deputies in competence	Medium level	High level	High level
	<u>2) decreased interest of international students in the university.</u>	1) insufficient popularity of the university outside the country, which limits the inflow of students; 2) lack of unique educational programs capable of attracting students from other countries; 3) difficulties in visa and administrative support for students, which creates additional barriers to enrollment.	Vice-Rector for Strategy and Internationalization, Vice-Rector for Academic Affairs, Director of the Sorbonne-Kazakhstan Institute, deans of faculties and their deputies in competence	Medium level	Medium level	Medium level
1.2.5. The share of foreign experts involved in teaching (in 2023 - 1.6, in 2024 - 1.7, in 2025 - 1.8, in 2026 - 1.9, in 2027 - 2, in 2028 - 2.1, in 2029 - 2.3%).	<u>1) insufficient share of foreign experts involved;</u>	1) lack of international experience in the educational process, which reduces the quality of students' training; 2) limitation of access to advanced teaching methods and technologies, which reduces the competitiveness of the university; 3) decreasing the attractiveness of the university for students oriented to international education.	Vice-Rector for Strategy and Internationalization, Vice-Rector for Academic Affairs, Director of the Sorbonne-Kazakhstan Institute, deans of faculties and their deputies in competence	Medium level	High level	High level

	<u>2) difficulties in attracting foreign experts.</u>	1) high competition between universities to attract foreign teachers, which limits access to qualified specialists; 2) complexity of work permits and visa support, which slows down the attraction process; 3) insufficient financial base for competitive conditions, which reduces the attractiveness of the university as an employer.	Vice-Rector for Strategy and Internationalization, Vice-Rector for Finance and Infrastructure Development, Director of the Sorbonne-Kazakhstan Institute, Deans факультетов и заместители по их компетенции	Medium level	Medium level	Medium level
1.2.6. Number of international educational programs (in 2023 - 2, in 2024 - 2, in 2025 - 2, in 2026 - 2, in 2027 - 3, in 2028 - 3, in 2029 - 3 units).	<u>1) insufficient number of international educational programs;</u>	1) reducing the attractiveness of the university for international students and applicants, which limits internationalization; 2) limitation of opportunities for university students to gain international experience and diplomas, which reduces their competitiveness; 3) reduction of the university's international standing, as international programs are an important indicator of the university's global integration.	Vice-Rector for Strategy and Internationalization, Vice-Rector for Academic Affairs, Director of the Sorbonne-Kazakhstan Institute, deans of faculties and their deputies in competence	Medium level	High level	High level
	<u>2) low quality of developed international educational programs.</u>	1) lack of adaptation of programs to the requirements of the international market, which reduces their attractiveness; 2) difficulties in harmonizing curricula with partners, which slows down project implementation; 3) lack of qualified teachers with knowledge of international teaching methods.	Vice-Rector for Strategy and Internationalization, Vice-Rector for Academic Affairs, Head of the Rector's Office, Director of the Sorbonne-Kazakhstan Institute, deans of faculties and their deputies in competence	Medium level	High level	High level
1.2.7. The university's position in the QS-WUR rating, including the TOP 700 (in 2023 - 690, in 2024 - 680, in 2025 - 680, in 2026 - 670, in 2027 - 660, in 2028 - 650, in 2029 - 640 places).	<u>1) decrease in the university's position in the QS-WUR ranking;</u>	1) decreased attractiveness of the university for foreign students and faculty, which limits international mobility and exchange; 2) deterioration of the university's reputation at the national and international levels, which reduces competitiveness; 3) limitation of access to grant and partnership projects depending on positions in ratings.	Vice-Rector for Strategy and Internationalization, Director of the Sorbonne-Kazakhstan Institute, deans of faculties and deputies according to their competence	Medium level	High level	High level
	<u>2) insufficient attention to the new QS-WUR criteria.</u>	1) insufficient publications within international research networks influencing the International Research Network indicators; 2) weakness of work in the field of sustainable development, which is becoming increasingly important in the rankings; 3) lack of innovation activities, which reduces the competitiveness of the university.	Vice-Rector for Research and Innovation, Vice-Rector for Strategy and Internationalization, Director of the Sorbonne-Kazakhstan Institute, deans of faculties and deputies according to their competence	Medium level	Medium level	Medium level
1.2.8. The number of programs included in QS BY SUBJECT, including the TOP 100 (in 2023 - 2, in 2024 - 2, in 2025 - 2, in 2026 - 2, in 2027 - 3, in 2028 - 3, in 2029 - 3 units).	<u>1) insufficient number of QS by Subject educational programs;</u>	1) reduced international reputation of the university, as QS by Subject is an important indicator of program quality; 2) limited visibility of the university in the international academic community, which reduces the interest of students and colleagues; 3) limited opportunities for attracting funding and participation in international projects related to ranking indicators.	Vice-Rector for Strategy and Internationalization, Vice-Rector for Academic Affairs, Director of the Sorbonne-Kazakhstan Institute, deans of faculties and their deputies in competence	Medium level	High level	High level
	<u>2) reducing the position of existing programs in QS by Subject.</u>	1) deterioration of the program's reputation between international and national partners, affecting student enrollment; 2) decrease in scientific activity of teachers and students, which is reflected in the indicators taken into account in the rating; 3) maladaptation of programs to new requirements and challenges.	Vice-Rector for Strategy and Internationalization, Vice-Rector for Research and Innovation, Vice-Rector for Academic Affairs, Director of the Sorbonne-Kazakhstan Institute, deans of faculties and their deputies in competence	Medium level	Medium level	Medium level
<b>Objective 1.3. To expand access to MOOCs and global digital libraries</b>						
1.3.1. The share of educational programs in the implementation of which the world digital libraries are used (in 2023 - 85, in 2024 - 86, in 2025 - 87, in 2026 - 88, in 2027 - 88, in 2028 - 89, in 2029 - 90%).	<u>1) insufficient share of educational programs using the world digital libraries;</u>	1) limitation of students' and teachers' access to relevant and quality scientific information, reducing the quality of the educational process; 2) decrease in the academic level of university programs, since digital libraries are the main source of modern education; 3) deterioration of the university's reputation, since the use of global digital resources is a standard for internationally recognized universities.	Vice-Rector for Academic Affairs, Vice-Rector for Research and Innovation, Director of the Sorbonne-Kazakhstan Institute, deans of faculties and their deputies in competence	Medium level	High level	High level

	<u>2) low motivation of teachers and students to use digital libraries.</u>	1) underutilization of available digital resources, which limits their contribution to the educational process; 2) less awareness of existing digital libraries and their capabilities; 3) difficulties in accessing libraries due to technical limitations or language barriers.	Vice-Rector for Academic Affairs, Vice-Rector for Research and Innovation, Director of the Sorbonne-Kazakhstan Institute, deans of faculties and their deputies in competence	Medium level	Medium level	Medium level
1.3.2. The share of students using the world's digital libraries in the educational process (in 2023 - 80, in 2024 - 82, in 2025 - 84, in 2026 - 86, in 2027 - 88, in 2028 - 90, in 2029 - 92%).	<u>1) low percentage of students utilizing the world's digital libraries;</u>	1) limited access of students to modern academic resources, which reduces the quality of training; 2) low level of digital literacy of students, which makes it difficult for them to use professional resources; 3) decrease in academic activity and competitiveness of students in the labor market.	Vice-Rector for Academic Affairs, Head of the Rector's Office, Director of the Sorbonne-Kazakhstan Institute, deans of faculties and their deputies in competence	Medium level	High level	High level
	<u>2) low motivation of students to use digital libraries.</u>	1) lack of interest in working with professional academic resources due to their lack of knowledge of the value; 2) the predominance of the use of low-quality Internet sources, which reduces the level of academic training; 3) the language barrier that makes it difficult to access many digital libraries presented in English.	Vice-Rector for Academic Affairs, Director of the Sorbonne-Kazakhstan Institute, deans of faculties and their deputies in competence	Medium level	Medium level	Medium level
1.3.3. Number of educational programs using online courses, including Coursera platforms (in 2023 - 51, in 2024 - 54, in 2025 - 57, in 2026 - 60, in 2027 - 62, in 2028 - 65, in 2029 - 67 units).	<u>1) insufficient number of educational programs using online courses;</u>	1) restricting students' access to modern educational resources, which reduces their academic competitiveness; 2) the loss of the university as a center of advanced learning, as leading universities actively integrate online learning; 3) reducing the flexibility of educational programs, especially for students who need distance learning.	Vice-Rector for Academic Affairs, Director of the Sorbonne-Kazakhstan Institute, deans of faculties and their deputies in competence	Medium level	High level	High level
	<u>2) insufficient adaptation of students and teachers to the use of online courses.</u>	1) difficulties in using online platforms due to technical obstacles or lack of skills; 2) low student engagement in online learning, which reduces its effectiveness; 3) teachers' resistance to the introduction of online courses caused by additional workload or insufficient motivation	Vice-Rector for Academic Affairs, Head of the Rector's Office, Director of the Sorbonne-Kazakhstan Institute, deans of faculties and their deputies in competence	Medium level	Medium level	Medium level
1.3.4. The share of students who have completed online training, including on the Coursera platform (in 2023 - 9, in 2024 - 10, in 2025 - 11, in 2026 - 12, in 2027 - 13, in 2028 - 14%).	<u>1) low proportion of students who have completed online training;</u>	1) insufficient acquisition by students of modern digital skills necessary for competitiveness in the labor market; 2) restricting students' access to high-quality educational resources provided by international online platforms; 3) failure to meet the requirements of digitalization of the educational process, which may affect the university's accreditation.	Vice-Rector for Academic Affairs, Director of the Sorbonne-Kazakhstan Institute, deans of faculties and their deputies in terms of competence	Medium level	High level	High level
	<u>2) students' objections to participating in online learning.</u>	1) less student participation due to lack of motivation, which reduces the effectiveness of online courses; 2) Technical difficulties, such as lack of access to necessary equipment or stable internet, limiting student participation; 3) difficulties of students' adaptation to the format of independent study, which requires self-education.	Vice-Rector for Academic Affairs, Director of the Sorbonne-Kazakhstan Institute, deans of faculties and their deputies in competence	Medium level	Medium level	Medium level
1.3.5 The share of trained students of Latin script of the Kazakh language from the total contingent of undergraduate students (in 2023 - -, 25 in 2024, 35 in 2025, 45 in 2026, 55 in 2027, 60 in 2028, 70% in 2029).	<u>1) low proportion of students trained in the Latin script of the Kazakh language;</u>	1) insufficient language training of students, which reduces their ability to adapt to new state standards; 2) limitation of academic mobility and employment opportunities for students, as Latin graphics become the standard; 3) Failure to comply with the requirements of the state program for the introduction of Latin graphics of the Kazakh language, which negatively affects the reputation of the university.	Vice-Rector for Academic Affairs, Director of the Sorbonne-Kazakhstan Institute, deans of faculties and their deputies in competence	Medium level	High level	High level
	<u>2) students' resistance to learning Latin graphics of the Kazakh language.</u>	1) lack of motivation of students to learn a new format caused by a lack of understanding of the importance of language; 2) language barriers for students who are not native speakers of the Kazakh language, which complicates the learning process; 3) insufficient number of qualified teachers capable of effectively teaching Latin graphics.	Vice-Rector for Academic Affairs, Director of the Sorbonne-Kazakhstan Institute, deans of faculties and their deputies in competence	Medium level	Medium level	Medium level

<b>Goal 2. High level of stakeholder satisfaction</b> <b>Objective 2.1. To create conditions for inclusive education</b>						
<b>2.1.1. The level of created conditions for inclusive education at the university</b> (in 2023 - 40, in 2024 - 42, in 2025 - 43, in 2026 - 44, in 2027 - 45, in 2028 - 45, in 2029 - 45%).	<b>1) insufficient level of conditions created for inclusive education;</b>	1) the lack of adapted educational materials and infrastructure, which limits the access of students with special educational needs to the educational process; 2) low qualifications of teachers and administrative staff in the field of inclusion, which makes it difficult to create a favorable educational environment; 3) limited opportunities for the integration of students with OKD into the educational and social process of the university.	Vice-Rector for Academic Affairs, Vice-Rector for Finance and Infrastructure Development, Head of the Rector's Office, Dean of the faculty of pedagogy and psychology	Medium level	High level	High level
	<b>2) low awareness of the importance of inclusion among students and staff.</b>	1) stereotypical attitude towards students with special educational needs, which hinders their integration; 2) insufficient participation of students and staff in inclusive initiatives; 3) difficulties in creating a positive and supportive inclusive culture at the University.	Vice-Rector for Academic Affairs, Dean of the faculty of pedagogy and psychology	Medium level	Medium level	Medium level
<b>2.1.2. The number of non-governmental organizations, public foundations and associations involved in the development of inclusive education</b> (in 2023 - 3, in 2024 - 3, in 2025 - 3, in 2026 - 3, in 2027 - 3, in 2028 - 3, in 2029 - 3 units).	<b>1) low number of organizations involved;</b>	1) insufficient external experience and experience that can be useful for the development of inclusive education; 2) limited resources for the implementation of inclusive initiatives, which slows down their development; 3) reducing opportunities for university integration into national and international inclusion projects.	Vice-Rector for Academic Affairs, Vice-Rector for Strategy and Internationalization, Vice-Rector for Finance and Infrastructure Development, Dean of the faculty of pedagogy and psychology	Medium level	High level	High level
	<b>2) low involvement of organizations in joint projects.</b>	1) insufficient motivation of NGOs and foundations to participate in university projects due to lack of interest or profit; 2) difficulties in coordinating joint work, which leads to a decrease in the effectiveness of projects; 3) The university's limited understanding of the needs and expectations of NGOs, which makes it difficult to establish partnerships.	Vice-Rector for Academic Affairs, Dean of the Faculty of Pedagogy and Psychology	Medium level	Medium level	Medium level
<b>Objective 2.2. To implement the idea of lifelong learning</b>						
<b>2.2.1. The number of students in the programs of the Silver University</b> (in 2023 - --, 10 - in 2024, 20 - in 2025, 25 - in 2026, 30 - in 2027, 35 - in 2028, 40 - in 2029).	<b>1) low number of students in the "Silver University programs";</b>	1) limiting the involvement of older citizens in educational programs, which reduces their social activity; 2) reducing the image of the university as an institution supporting the concept of "lifelong learning"; 3) lack of funding and support from government and international organizations, which limits the development of the program.	Vice-Rector for Academic Affairs, Director of the Sorbonne-Kazakhstan Institute, deans of faculties and deputies according to their competence	Medium level	Medium level	Medium level
	<b>2) low involvement of older citizens in educational programs.</b>	1) lack of interest among adult citizens due to insufficient information about the program; 2) Language and digital barriers that make it difficult to participate in educational programs; 3) insufficient adaptation of the educational material to the needs of adult listeners.	Vice-Rector for Academic Affairs, Director of the Sorbonne-Kazakhstan Institute, deans of faculties and their deputies in terms of competence	Medium level	Medium level	Medium level
<b>2.2.2. The number of students in non-formal education programs (except Silver University)</b> (in 2023 - 300, in 2024 - 350, in 2025 - 350, in 2026 - 400, in 2027 - 400, in 2028 - 450, in 2029 - 450 people).	<b>1) a small number of students in non-formal educational programs;</b>	1) insufficient demand for non-formal educational programs among target audiences, such as adult working citizens, students and students; 2) The lack of diversity and relevance of the programs offered, which limits interest in them; 3) reducing the competitiveness of the university in the educational services market, especially within the framework of the "lifelong learning" concept.	Vice-Rector for Academic Affairs, Director of the Sorbonne-Kazakhstan Institute, deans of faculties and their deputies in terms of competence	Medium level	High level	High level

	<b><u>2) low involvement of teachers and experts in the creation and implementation of non-formal educational programs.</u></b>	1) insufficient motivation of teachers to develop and implement programs, especially when the academic load is high; 2) restriction of access to experts and specialists in sought-after areas, which affects the quality of programs; 3) difficulties in ensuring the relevance and novelty of educational content.	Vice-Rector for Academic Affairs, Director of the Sorbonne-Kazakhstan Institute, deans of faculties and their deputies in terms of competence	Medium level	Medium level	Medium level
2.2.3. The number of students in the programs of pedagogical retraining (in 2023 - 100, in 2024 - 120, in 2025 - 130, in 2026 - 140, in 2027 - 150, in 2028 - 160, in 2029 - 170 people).	<b><u>1) low number of students in teacher retraining programs;</u></b>	1) insufficient demand for programs among the target audience, including teachers who wish to retrain or upgrade their qualifications; 2) the lack of relevance of programs in accordance with modern educational standards, which reduces their attractiveness; 3) insufficient funding to ensure the availability and quality of programs, which limits the reach of listeners.	Vice-Rector for Academic Affairs, Director of the Sorbonne - Kazakhstan Institute, deans of faculties and deputies according to their competence	Medium level	High level	High level
	<b><u>2) insufficient qualifications of teachers implementing retraining programs.</u></b>	1) the low quality of the content of the programs, which reduces their effectiveness; 2) teachers lack the specialized knowledge necessary for training in new areas; 3) insufficient adaptation of the teaching approach to the needs of adult listeners, which reduces the level of attractiveness and satisfaction.	Vice-Rector for Academic Affairs, Director of the Sorbonne - Kazakhstan Institute, deans of faculties and their deputies in competence	Medium level	Medium level	Medium level

### Objective 2.3. To provide career prospects for graduates

2.3.1. Results of graduates' employment in the first year after graduation (in 2023 - 95, in 2024 - 95, in 2025 - 95, in 2026 - 95, in 2027 - 96, in 2028 - 96, in 2029 - 96%).	<b><u>1) low level of employment of graduates in the first year after graduation;</u></b>	1) reducing the attractiveness of educational programs for applicants, especially those focused on successful employment; 2) difficulties in meeting graduate employment standards, which may affect the accreditation of educational programs; 3) reducing the prestige of the university among employers and in the labor market.	Vice-Rector for Academic Affairs, Director of the Sorbonne-Kazakhstan Institute, deans of faculties and their deputies in competence	Medium level	High level	High level
	<b><u>2) the lack of demand for educational programs in the labor market.</u></b>	1) the lack of compliance of educational programs with the requirements of the labor market, which reduces their relevance; 2) low involvement of employers in the development and implementation of educational programs; 3) graduates lack the practical skills necessary to perform their professional duties.	Vice-Rector for Academic Affairs, Director of the Sorbonne - Kazakhstan Institute, deans of faculties and their deputies in terms of competence	Medium level	Medium level	Medium level
2.3.2. Increase in respondents attracted to participate in reputational surveys of employers (in 2023 - 250, in 2024 - 300, in 2025 - 350, in 2026 - 400, in 2027 - 450, in 2028 - 500, in 2029 - 550 people).	<b><u>1) low growth of respondents participating in reputable employer surveys;</u></b>	1) insufficient data for an objective assessment of the university's prestige among employers, which may negatively affect the improvement of educational programs; 2) reducing the quality of feedback on graduate training, which makes it difficult to make relevant changes to the educational process; 3) limited involvement of employers in the development of the university, which reduces its competitiveness in the education market.	Vice-Rector for Academic Affairs, Director of the Sorbonne-Kazakhstan Institute, deans of faculties and their deputies in competence	Medium level	High level	High level
	<b><u>2) less participation of employers in reputable surveys.</u></b>	1) low interest of employers in participating in surveys caused by a lack of understanding of their importance; 2) insufficient information about the goals and results of reputable surveys, which limits the credibility of the process; 3) the limited interaction of the university with employers, which reduces their involvement in the educational process.	Vice-Rector for Academic Affairs, Director of the Sorbonne-Kazakhstan Institute, deans of faculties and their deputies in competence	Medium level	Medium level	Medium level



2.3.3. The degree of satisfaction of students with the quality of educational services and the educational ecosystem (in 2023 - 70, in 2024 - 71, in 2025 - 72, in 2026 - 75, in 2027 - 76, in 2028 - 78, in 2029 - 80%).	<u>1) low level of student satisfaction with the quality of educational services;</u>	1) a decrease in the level of student involvement in the educational process, which may lead to a decrease in their academic performance; 2) deterioration of the university's reputation among current and potential students, which affects the number of applicants; 3) decrease in students' loyalty to the university, which may affect their participation and activity in university events.	Vice-Rector for Academic Affairs, Vice-Rector for Internationalization Strategy, Director of the Sorbonne-Kazakhstan Institute, deans of faculties and their deputies in competence	Medium level	High level	High level
	<u>2) low level of satisfaction with the educational ecosystem.</u>	1) lack of access to modern educational and infrastructural resources, which complicates the learning process; 2) insufficient extracurricular activity and opportunities for self-realization, which reduces students' motivation; 3) difficulties in using digital resources and systems such as online learning platforms.	Vice-Rector for Academic Affairs, Director of the Sorbonne-Kazakhstan Institute, deans of faculties and their deputies in competence	Medium level	Medium level	Medium level

**Goal 1. Consistent transformation into a pedagogical research university**  
**Objective 1.1. To increase publication activity and citation, including through an international research network**

1.1.1. The number of articles and reviews of TS, university employees in highly rated publications Q1, Q2 Journal Citation Reports JCR, WoS, Scopus (in 2023 - 110, in 2024 - 115, in 2025 - 120, in 2026 - 125, in 2027 - 130, in 2028 - 135, in 2029 - 140 units).	<u>1) insufficient number of publications in Q1 and Q2 journals;</u>	1) the university's limited contribution to world science, which reduces its competitiveness; 2) difficulties in attracting grant funding, often associated with publication activity; 3) deterioration of the university's position in international and national rankings.	Vice-Rector for Research and Innovation, Vice-Rector for Strategy and Internationalization, Director of the Sorbonne-Kazakhstan Institute, deans of faculties and deputies according to their competence	Medium level	High level	High level
	<u>2) the low quality of the transmitted articles does not meet the requirements of highly rated publications.</u>	1) refusal to publish articles, which reduces publication activity; 2) deterioration of the university's reputation among the editorial offices of publications and journals; 3) difficulties in adapting scientific materials in teaching staff to international standards.	Vice-Rector for Research and Innovation, Director of the Sorbonne-Kazakhstan Institute, deans of faculties and deputies according to their competence	Medium level	Medium level	Medium level
1.1.2. Citation per employee (in 2023 - 1.2, in 2024 - 1.2, in 2025 - 1.2, in 2026 - 1.3, in 2027 - 1.3, in 2028 - 1.4, in 2029 - 1.5%).	<u>1) low citation rate per employee;</u>	1) reducing the academic influence of the university in the scientific environment; 2) Insufficient international partnership and limited participation in high-level research; 3) Limited recognition of the university as a research center.	Vice-Rector for Research and Innovation, Director of the Sorbonne -Kazakhstan Institute, deans of faculties and deputies according to their competence	Medium level	High level	High level
	<u>2) low quality of published articles that do not meet citation standards.</u>	1) publication of studies that have not found a response in the scientific community; 2) lack of uniqueness and relevance in research; 3) poor presentation of research results in publications.	Vice-Rector for Research and Innovation, Director of the Sorbonne - Kazakhstan Institute, deans of faculties and their deputies in competence	Medium level	Medium level	Medium level
1.1.3. Citation per publication (in 2023 - 0.4, in 2024 - 0.5, in 2025 - 0.6, in 2026 - 0.7, in 2027 - 0.8, in 2028 - 0.9, in 2029 - 1%).	<u>1) low citation per publication;</u>	1) publications that do not find a response in scientific circles, which limits their contribution to the university's reputation; 2) decrease in the ratings due to the low level of academic influence; 3) limited opportunities for attracting international grants and partnerships.	Vice-Rector for Research and Innovation, Director of the Sorbonne - Kazakhstan Institute, deans of faculties and their deputies in competence	Medium level	High level	High level
	<u>2) low quality of published articles.</u>	1) inconsistency of the content of publications with international standards, which limits their citation; 2) insufficient number of unique ideas and innovative approaches in articles; 3) Language barriers that make it difficult for publications to be accepted by the international community.	Vice-Rector for Research and Innovation, Director of the Sorbonne - Kazakhstan Institute, deans of faculties and their deputies in competence	Medium level	Medium level	Medium level

1.1.4. International Research Network: collaborations (co-authorship) with foreign partners (in 2023 - 72, in 2024 - 74, in 2025 - 76, in 2026 - 80, in 2027 - 82, in 2028 - 84, in 2029 - 86 units).	<u>1) low number of international collaborations;</u>	1) insufficient international partnership, limiting access to resources and best scientific practices; 2) reducing the competitiveness of the university on the world stage; 3) limited opportunities for publication in highly rated journals through co-authorship.	Vice-Rector for Research and Innovation, Director of the Sorbonne - Kazakhstan Institute, deans of faculties and their deputies in competence	Medium level	High level	High level
	<u>2) low quality of cooperation (official or weak ties with partners).</u>	1) lack of results of joint activities, such as publications, grants or projects; 2) limited involvement of partners in specific research initiatives; 3) decrease in the trust of international partners due to non-compliance with expectations.	Vice-Rector for Research and Innovation, Director of the Sorbonne - Kazakhstan Institute, deans of faculties and their deputies in competence	Medium level	Medium level	Medium level
1.1.5. The number of publications in the field of SDGs in Scopus and Web of Science (in 2023 - 24, in 2024 - 25, in 2025 - 26, in 2026 - 27, in 2027 - 28, in 2028 - 29, in 2029 - 30 units).	<u>1) the number of publications in the field of SDGs is small.</u>	1) reducing the university's international standing as an active participant in sustainable development; 2) limitation of the opportunity to participate in international scientific projects for the SDGs; 3) Failure to comply with the requirements of rating agencies such as The Impact Rankings.	Vice-Rector for Research and Innovation, Director of the Sorbonne-Kazakhstan Institute, deans of faculties and their deputies in competence	Medium level	High level	High level
	<u>2) low quality of publications in the field of SDGs.</u>	1) refusal to publish articles related to the SDGs in highly rated journals; 2) weak scientific basis of research, which reduces their citation; 3) The lack of an interdisciplinary approach in SDG research.	Vice-Rector for Research and Innovation, Vice-Rector for Strategy and Internationalization, Director of the Sorbonne-Kazakhstan Institute, deans of faculties and their deputies in competence	Medium level	Medium level	Medium level
Objective 1.2. To increase the scientific potential of teaching staff						
1.2.1. The share of teaching staff engaged in research work (in accordance with the coefficient for national universities -1.5) (in 2023 - 62, in 2024 - 62.5, in 2025 - 63, in 2026 - 63.5, in 2027 - 64, in 2028 - 64.5, in 2029 - 65%).	<u>1) low proportion of teaching staff engaged in research and development;</u>	1) limited development of the university's scientific potential; 2) reducing the number of publications and scientific results; 3) limiting the university's participation in grant projects and international research initiatives.	Vice-Rector for Research and Innovation, Vice-Rector for Strategy and Internationalization, Director of the Sorbonne-Kazakhstan Institute, deans of faculties and deputies according to their competence	Medium level	High level	High level
	<u>2) the low quality of the scientific work performed.</u>	1) research that does not meet current scientific standards; 2) insufficient number of publications in highly rated journals; 3) limiting the impact of scientific results on the development of educational programs and practices.	Vice-Rector for Research and Innovation, Vice-Rector for Strategy and Internationalization, Director of the Sorbonne-Kazakhstan Institute, deans of faculties and deputies according to their competence	Medium level	Medium level	Medium level
1.2.2. The share of TS who participated in international scientific projects (in 2023 - 0.5, in 2024 - 0.6, in 2025 - 0.7, in 2026 - 0.8, in 2027 - 0.9, in 2028 - 1, in 2029 - 1.5%).	<u>1) low percentage of teaching staff involved in international projects;</u>	1) limited opportunities for international cooperation; 2) difficulties in attracting international grants; 3) reducing the competitiveness of the university in the global academic community.	Vice-Rector for Research and Innovation, Vice-Rector for Strategy and Internationalization, Director of the Sorbonne-Kazakhstan Institute, deans of faculties and deputies according to their competence	Medium level	High level	High level
	<u>2) low level of quality and importance of participation in international projects.</u>	1) participation in projects with low scientific impact or practical value; 2) difficulties in meeting international requirements and standards; 3) insufficient integration of project results into the scientific and educational activities of the university.	Vice-Rector for Research and Innovation, Director of the Sorbonne - Kazakhstan Institute, deans of faculties and their deputies in competence	Medium level	Medium level	Medium level
1.2.3. Create a pool of postdoctoral students and research professors - at least 5% of the total staff of TS (in 2023 - 3, in 2024 - 3, in 2025 - 3, in 2026 - 4, in 2027 - 4.5, in	<u>1) low proportion of postdoctoral and research professors;</u>	1) lack of highly qualified personnel for the implementation of scientific projects; 2) limited opportunities for obtaining international grants; 3) decrease in the academic reputation of the university.	Vice-Rector for Research and Innovation, Director of the Sorbonne-Kazakhstan Institute, deans of faculties and deputies according to their competence	Medium level	High level	High level

2028 - 4.7, in 2029 - 5%).	<u>2) low productivity of postdoctoral and research professors.</u>	1) insufficient important scientific results; 2) less appreciated publications; 3) difficulties in meeting the targets for scientific activity.	Vice-Rector for Research and Innovation, Director of the Sorbonne - Kazakhstan Institute, deans of faculties and their deputies in competence	Medium level	Medium level	Medium level
1.2.4. The number of young TS engaged in research work (according to the coefficient for national universities -1.5)(in 2023 - 60, in 2024 - 65, in 2025 - 68, in 2026 - 70, in 2027 - 73, in 2028 - 75, in 2029 - 80 people).	<u>1) low level of involvement of young teaching staff in research work;</u>	1) decrease in the general scientific activity of the university; 2) limited opportunities for innovative development; 3) reducing the number of publications and research projects.	Vice-Rector for Research and Innovation, Director of the Sorbonne - Kazakhstan Institute, deans of faculties and their deputies in competence	Medium level	High level	High level
	<u>2) low efficiency of scientific work of young teaching staff.</u>	1) nickel-plated publications; 2) insufficient practical significance of scientific research; 3) difficulties in attracting funding for scientific projects.	Vice-Rector for Research and Innovation, Director of the Sorbonne - Kazakhstan Institute, deans of faculties and deputies according to their competence	Medium level	Medium level	Medium level
<b>Objective 1.3. To increase revenues and commercialization of RW</b>						
1.3.1. The share of income received from scientific activities, innovative developments and commercialized projects from the total income of the university (in 2023 - 3, in 2024 - 3.1, in 2025 - 3.2, in 2026 - 3.3, in 2027 - 3.4, in 2028 - 3.5, in 2029 - 3.6%).	<u>1) low share of income from scientific activities and innovations;</u>	1) lack of funding for the implementation of new scientific projects; 2) limited opportunities for the development of scientific infrastructure; 3) reducing the interest of external partners in cooperation.	Vice-Rector for Research and Innovation, Director of the Sorbonne - Kazakhstan Institute, deans of faculties and their deputies in competence	Medium level	High level	High level
	<u>2) insufficient integration of scientific developments into the commercial environment.</u>	1) lack of market demand for scientific developments of the university; 2) a small number of patents and licenses for scientific products; 3) difficulties in implementing joint projects with the industry.	Vice-Rector for Research and Innovation, Director of the Sorbonne - Kazakhstan Institute, deans of faculties and their deputies in competence	Medium level	Medium level	Medium level
1.3.2. The share of TS participating in projects at the expense of the republican budget (in 2023 - 37, in 2024 - 38, in 2025 - 39, in 2026 - 40, in 2027-41, in 2028-42, in 2029-43 %).	<u>1) low proportion of faculty involved in budget projects;</u>	1) lack of funding for scientific research; 2) difficulties in meeting the indicative indicators of the university; 3) reducing the motivation of the teaching staff to participate in funding competitions.	Vice-Rector for Research and Innovation, Director of the Sorbonne-Kazakhstan Institute, deans of faculties and their deputies in competence	Medium level	High level	High level
	<u>2) low productivity of projects with budget financing.</u>	1) failure to achieve the set scientific goals; 2) difficulties with accountability and meeting the requirements of grant-givers; 3) possible risks of refusal of financing in the future.	Vice-Rector for Research and Innovation, Director of the Sorbonne-Kazakhstan Institute, deans of faculties and their deputies in competence	Medium level	Medium level	Medium level
1.3.3. The share of implemented international scientific projects from the total number of scientific projects (in 2023 - 2.5, in 2024 - 2.5, in 2025 - 2.5, in 2026 - 4.7, in 2027 - 4.7, in 2028 - 6.6, in 2029 - 6.6%).	<u>1) low proportion of international scientific projects;</u>	1) limitation of opportunities to participate in international grants; 2) reducing the scientific influence of the university in the international arena; 3) fewer publications written in collaboration with foreign partners.	Vice-Rector for Research and Innovation, Director of the Sorbonne-Kazakhstan Institute, deans of faculties and their deputies in competence	Medium level	High level	High level
	<u>2) low productivity of international scientific projects.</u>	1) failure to achieve planned results; 2) difficulties in meeting the conditions of the grantees; 3) reducing the interest of international partners in further cooperation.	Vice-Rector for Research and Innovation, Director of the Sorbonne-Kazakhstan Institute, deans of faculties and their deputies in competence	Medium level	Medium level	Medium level
1.3.4. The number of scientific projects and programs within the framework of international collaboration based on intergovernmental agreements (in 2023 - 0, in 2024 - 0, in 2025 - 1, in 2026 - 1, in 2027 - 1, in 2028 - 2, in 2029 - 2 units).	<u>1) low number of international projects based on intergovernmental agreements;</u>	1) limiting the university's ability to participate in international initiatives; 2) reduction of scientific activity in the international arena; 3) insufficient funding for scientific research.	Vice-Rector for Research and Innovation, Director of the Sorbonne-Kazakhstan Institute, deans of faculties and their deputies in competence	Medium level	High level	High level
	<u>2) low productivity of international projects.</u>	1) failure to achieve the declared scientific results in the projects; 2) difficulties in fulfilling the terms of grants and contracts; 3) reducing the trust of international partners in the university.	Vice-Rector for Research and Innovation, Director of the Sorbonne-Kazakhstan Institute, deans of faculties and their deputies in competence	Medium level	Medium level	Medium level

1.3.5. The number of patents obtained within the framework of RW, implemented at the expense of the state budget (in 2023 - 1, in 2024 - 1, in 2025 - 1, in 2026 - 2, in 2027 - 2, in 2028 - 2, in 2029 - 3 units).	<u>1) fewer patents obtained as a result of research and development work;</u>	1) insufficient number of patent applications; 2) limited opportunities for commercialization of scientific developments; 3) decreased interest from external partners.	Vice-Rector for Research and Innovation, Director of the Sorbonne-Kazakhstan Institute, deans of faculties and their deputies in competence	Medium level	High level	High level
	<u>2) low efficiency of patented developments.</u>	1) lack of implementation of patents in the real sector of the economy; 2) less reliable results of scientific research; 3) difficulties in attracting investors.	Vice-Rector for Research and Innovation, Director of the Sorbonne-Kazakhstan Institute, deans of faculties and their deputies in competence	Medium level	Medium level	Medium level
1.3.6. The number of commercialized research projects (in 2023 - 1, in 2024 - 1, in 2025 - 2, in 2026 - 2, in 2027 - 2, in 2028 - 2, in 2029 - 3 units).	<u>1) a small number of commercialized projects;</u>	1) insufficient transformation of scientific ideas into a market product; 2) difficulties in attracting external financing; 3) a decrease in industry interest in cooperation with the university.	Vice-Rector for Research and Innovation, Director of the Sorbonne-Kazakhstan Institute, deans of faculties and their deputies in competence	Medium level	High level	High level
	<u>2) low efficiency of commercialized projects.</u>	1) отсутствие доходов от реализации проектов; 2) недостаточное внедрение разработок в промышленность; 3) возможные риски потери доверия со стороны инвесторов.	Проректор по исследовательской деятельности и инновации, директор Института "Сорбонна-Казахстан", деканы факультетов и их заместители по компетенции	Medium level	Medium level	Medium level
1.3.7. The volume of private co-financing of the RSSTA and applied scientific research (L.E.A. business representatives) (in 2023 - 0.5, in 2024 - 0.5, in 2025 - 0.6, in 2026 - 0.6, in 2027 - 0.7, in 2028 - 0.7, in 2029 - 0.8%).	<u>1) low volume of private co-financing;</u>	1) lack of financing for the implementation of commercialized projects; 2) limitation of the scope of scientific research and innovation activities; 3) decreased trust from potential partners.	Vice-Rector for Research and Innovation, Director of the Sorbonne-Kazakhstan Institute, deans of faculties and their deputies in competence	Medium level	High level	High level
	<u>2) low efficiency of the funds raised.</u>	1) non-use of allocated funds in full; 2) lack of significant scientific and applied results; 3) reducing the partners' interest in further cooperation.	Vice-Rector for Research and Innovation, Director of the Sorbonne-Kazakhstan Institute, deans of faculties and their deputies in competence	Medium level	Medium level	Medium level
1.3.8. The share of startup projects implemented by TS and students from the total number of scientific projects (in 2023 - 0, in 2024 - 1, in 2025 - 1, in 2026 - 2, in 2027 - 2, in 2028 - 3, in 2029 - 3%).	<u>1) low share of startup projects from the total number of scientific projects;</u>	1) lack of motivation to launch startups between students and teaching staff; 2) limited opportunities for commercialization of scientific ideas; 3) reducing the competitiveness of the university in an innovative environment.	Vice-Rector for Research and Innovation, Director of the Sorbonne-Kazakhstan Institute, deans of faculties and their deputies in competence	Medium level	High level	High level
	<u>2) low productivity of startups.</u>	1) the lack of successful implementation of startups in the economy; 2) little investor interest in university projects; 3) difficulties in achieving the stated goals of the projects.	Vice-Rector for Research and Innovation, Director of the Sorbonne-Kazakhstan Institute, deans of faculties and their deputies in competence	Medium level	Medium level	Medium level

**Goal 1. Creating an educational environment conducive to the disclosure of students' talents**  
**Objective 1.1 To create and maintain a favorable environment for students**

1.1.1. Coverage of students with psychological services, including with SEN (in 2023 - 5.9, in 2024 - 6, in 2025 - 6.1, in 2026 - 6.2, in 2027 - 6.3, in 2028 - 6.4, in 2029 - 6.5%).	<u>1) low interest of students in contacting a psychological service;</u>	1) low awareness of students about the importance of psychological services; 2) fear of receiving psychological help and social stigma; 3) insufficient dissemination of information within the university.	Vice-Rector for Social Development, Director of the Sorbonne -Kazakhstan Institute, deans of faculties and their deputies in competence	Medium level	Medium level	Medium level
	<u>2) insufficient resource availability of the psychological service.</u>	1) the shortage of psychological specialists and their high workload; 2) insufficient necessary material and technical base (lack of consulting rooms, weakness of online platforms); 3) the lack of specially adapted services for students with OOP.	Vice-Rector for Social Development, Director of the Sorbonne -Kazakhstan Institute, deans of faculties and their deputies in competence	Medium level	High level.	High level.
1.1.2. Coverage of students with measures of social support and financial assistance (in 2023 - 7.3, in 2024 - 7.4, in 2025 - 7.5, in 2026 -	<u>1) insufficient social support and financial assistance;</u>	1) insufficient student scholarship and financial assistance; 2) limited financial resources allocated for social support; 3) incorrect accounting of the actual number of students in need of financial support.	Vice-Rector for Social Development, Director of the Sorbonne -Kazakhstan Institute, deans of faculties and their deputies in competence	Medium level	High level.	High level.

7.6, in 2027 - 7.7, in 2028 - 7.8, in 2029 - 7.9%).	<u>2) ineffective organization of the social assistance system.</u>	1) the complexity and duration of the procedure for seeking help; 2) low awareness of students about the possibilities of receiving social assistance; 3) the threat of unfair distribution of financial assistance (corruption factors, lack of proper monitoring).	Vice-Rector for Social Development, Director of the Sorbonne -Kazakhstan Institute, deans of faculties and their deputies in competence	Medium level	High level.	Medium level
<b>Objective 1.2. To involve students in social, professional, creative and sports activities</b>						
1.2.1. The proportion of university students involved in organized social and volunteer activities (in 2023 - 11.50, in 2024 - 11.55, in 2025 - 11.60, in 2026 - 11.65, in 2027 - 11.70, in 2028 - 11.75, in 2029 - 11.80%).	<u>1) low interest of students in social and volunteer activities;</u>	1) a small number of students involved in community and volunteer projects; 2) students' low awareness of the importance of volunteer services; 3) insignificant impact of volunteer activities on the educational process (lack of academic benefits).	Vice-Rector for Social Development, Director of the Sorbonne-Kazakhstan Institute, Dean of faculties and their deputies in competence	Medium level	High level.	High level.
	<u>2) low efficiency of public and volunteer projects.</u>	1) unsystematic organization of volunteer programs and lack of long-term sustainability; 2) insufficient real benefits of volunteering for students; 3) the limited number of public projects at the university level and the lack of impact on a large-scale society.	Vice-Rector for Social Development, Director of the Sorbonne-Kazakhstan Institute, Dean of faculties and their deputies in competence	Medium level	High level.	Medium level
1.2.2. The share of winners of Olympiads, contests, tournaments (in 2023 - 3.3, in 2024 - 3.4, in 2025 - 3.5, in 2026 - 3.6, in 2027 - 3.7, in 2028 - 3.8, in 2029 - 3.9%).	<u>1) insufficient preparation of students for olympiads and competitions;</u>	1) lack of specialized courses and trainings for training students; 2) insufficient motivation of students to participate in olympiads and competitions; 3) limited access to quality educational materials and mentors.	Vice-Rector for Academic Affairs, Vice-Rector for Research and Innovation, Vice-Rector for Social Development, Director of the Sorbonne-Kazakhstan Institute, deans of faculties and deputies according to their competence	Medium level	High level.	High level.
	<u>2) insufficient funding for student participation in international and national olympiads.</u>	1) a limited number of paid trips for students; 2) insufficient funding for the procurement of special literature and software; 3) limited resources to attract professional coaches and experts.	Vice-Rector for Academic Affairs, Vice-Rector for Research and Innovation, Vice-Rector for Social Development, Director of the Sorbonne-Kazakhstan Institute, deans of faculties and deputies according to their competence	Medium level	High level.	Medium level
1.2.3. Percentage of students engaged in creative and sports activities (in 2023 - 8.65, in 2024 - 8.70, in 2025 - 8.75, in 2026 - 8.80, in 2027 - 8.85, in 2028 - 8.90, in 2029 - 8.95%).	<u>1) low interest of students in creative and sports activities;</u>	1) small number of students participating in sports and creative clubs; 2) insufficient dissemination of information about participation opportunities; 3) high academic workload, lack of free time.	Vice-Rector for Social Development, Director of the Sorbonne-Kazakhstan Institute, deans of faculties and their deputies in terms of competence	Medium level	High level.	High level.
	<u>2) insufficient sports and creative infrastructure.</u>	1) lack of gyms, creative studios and necessary equipment; 2) a small number of competitive sports teams and creative teams within the university; 3) lack of qualified coaches and mentors.	Vice-Rector for Social Development, Director of the Sorbonne-Kazakhstan Institute, deans of faculties and their deputies in terms of competence	Medium level	High level.	Medium level
1.2.4. The number of events and initiatives that contribute to the disclosure of talents, communication, collaboration and the formation of a community of students (in 2023 - 70, in 2024 - 71, in 2025 - 72, in 2026 - 73, in 2027 - 74, in 2028 - 75, in 2029 - 76 units).	<u>1) low activity of student participation in events;</u>	1) low awareness of students about events; 2) insufficient motivation to participate (lack of influence on the scholarship, credit system); 3) high academic load, lack of time.	Vice-Rector for Social Development, Director of the Sorbonne-Kazakhstan Institute, deans of faculties and their deputies in terms of competence	Medium level	High level.	High level.
	<u>2) lack of sufficient conditions at the university to develop talents and strengthen cooperation.</u>	1) lack of special creative and scientific platforms, platforms; 2) low level of content of events organized at the university; 3) insufficient financial and infrastructural support in organizing events.	Vice-Rector for Social Development, Director of the Sorbonne-Kazakhstan Institute, deans of faculties and their deputies in terms of competence	Medium level	High level.	Medium level
<b>Objective 1.3. To develop students' essential skills</b>						
1.3.1. The number of students involved in the Speaking Club (in 2023 – 50, in 2024 – 60, in 2025 – 70, in 2026 – 80, in	<u>1) low activity of student participation in the Speaking Club;</u>	1) students' uncertainty and fear of speaking English; 2) insufficient dissemination of information about Speaking Club events; 3) high academic workload and lack of free time.	Vice-Rector for Social Development, Director of the Sorbonne -Kazakhstan Institute, deans of faculties and their deputies in competence	Medium level	Medium level	Medium level

2027 – 90, in 2028 – 95, in 2029 -100 people).	<u>2) insufficient infrastructural and methodological support of the Speaking Club.</u>	1) lack of specially equipped classrooms (comfortable environment, multimedia equipment); 2) the unsystematic nature of the Speaking Club's programs and the lack of professional moderators; 3) the diversity of language levels among the participants, as a result of the complexity of group work.	Vice-Rector for Social Development, Director of the Sorbonne -Kazakhstan Institute, deans of faculties and their deputies in competence	Medium level	High level.	High level.
1.3.2. The number of attracted students to Honors College (in 2023 - 100, in 2024 - 105, in 2025 - 110, in 2026 - 115, in 2027 - 120, in 2028 - 125, in 2029 - 130 people).	<u>1) low student participation activity in the Honors College program;</u>	1) students' fear of program requirements (high academic workload, additional responsibilities); 2) Insufficient dissemination of information about the Honors College program; 3) low motivation to participate (small number of advantages, bonuses).	Vice-Rector for Social Development, Director of the Sorbonne -Kazakhstan Institute, deans of faculties and their deputies in competence	Medium level	Medium level	Medium level
	<u>2) organizational difficulties in implementing the Honors College program.</u>	1) inconsistency of the content of the academic program with the interests and needs of students; 2) shortage of teachers and mentors; 3) insufficient funding required for the program.	Vice-Rector for Social Development, Director of the Sorbonne -Kazakhstan Institute, deans of faculties and their deputies in competence	Medium level	High level.	Medium level
1.3.3. The number of students who took part in tourist tracking in the RK (in 2023 - 1000, in 2024 - 1050, in 2025 - 1100, in 2026 - 1150, in 2027 - 1200, in 2028 - 1250, in 2029 - 1300 people).	<u>1) low activity of student participation in tourist tracking;</u>	1) low interest and lack of student time; 2) insufficient information on travel tracks; 3) high financial costs (travel, equipment, insurance).	Vice-Rector for Social Development, Director of the Sorbonne-Kazakhstan Institute, deans of faculties and their deputies in terms of competence	Medium level	Medium level	Medium level
	<u>2) logistical difficulties in organizing tourist tracking.</u>	1) road and hotel problems (transportation, lack of sleeping places); 2) non-compliance with safety requirements (medical care, lack of professional guides); 3) adverse weather conditions, force majeure.	Vice-Rector for Social Development, Director of the Sorbonne-Kazakhstan Institute, deans of faculties and their deputies in terms of competence	Medium level	High level.	Medium level

**Goal 1. Creating favorable conditions for students to study and live**  
**Objective 1.1. To create conditions for comfortable learning and accommodation of students**

1.1.1. The number of beds in student dormitories (in 2023 - 3060, in 2024 - 3242, in 2025 - 3242, in 2026 - 3242, in 2027-3242, in 2028-3242, in 2029-3422 units).	<u>1) lack of beds in student dormitories;</u>	1) lack of space for students due to high demand; 2) the relocation of students who have not received a place in a dormitory to rented apartments, increasing the financial burden; 3) negative impact on the reputation of the university (the growth of negative reviews on social networks).	Vice-Rector for Finance and Infrastructure Development, Vice-Rector for Social Development, Director of the Sorbonne-Kazakhstan Institute, deans of faculties and deputies according to their competence	High level.	High level.	High level.
	<u>2) deterioration of the dormitory infrastructure and unfavorable conditions.</u>	1) obsolescence of premises and common areas, untimely repairs; 2) malfunctions in plumbing, heating, electrical systems, poor Internet operation; 3) non-compliance with sanitary and hygienic requirements (the condition of dining rooms, bathrooms).	Vice-Rector for Finance and Infrastructure Development, Vice-Rector for Social Development, Director of the Sorbonne Institute-Kazakhstan, deans of faculties and their deputies for competencies	Medium level	High level.	Medium level
1.1.2. Commissioned spaces for student recreation and communication (in 2023-1050, in 2024-1100, in 2025-1150, in 2026-1200, in 2027-1250, in 2028-1300, in 2029-1350 m2).	<u>1) insufficient places of rest and communication;</u>	1) a limited number of places on campus for recreation and free communication of students; 2) a small number of recreation sites may affect social isolation and stress in students; 3) the lack of conditions for effective leisure activities leads to student dissatisfaction with university life.	Vice-Rector for Finance and Infrastructure Development, Vice-Rector for Social Development, Director of the Sorbonne Institute-Kazakhstan, deans of faculties and their deputies for competencies	High level.	Medium level	Medium level
	<u>2) poor-quality or outdated infrastructure of recreation areas.</u>	1) wear and tear or discomfort of furniture, equipment; 2) non-compliance with safety requirements in buildings and outdoor areas; 3) inconsistency of design and functionality with modern requirements.	Vice-Rector for Finance and Infrastructure Development, Vice-Rector for Social Development, Director of the Sorbonne Institute-Kazakhstan, deans of faculties and their deputies for competencies	Medium level	High level.	Medium level

**Objective 1.2. To invest in the development of the university**

1.2.1. The share of attracted investments for the development of the university from the total income, including within the endowment fund (in	<u>1) insufficient volume of attracted investments;</u>	1) insufficient elaboration of the strategy for attracting investors and partners; 2) limited range of potential investors and low business interest in cooperation; 3) the lack of transparency or complexity of procedures for interacting with investors.	Vice-Rector for Finance and Infrastructure Development, Head of the Rector's Office, Director of the Sorbonne-Kazakhstan Institute, deans of faculties and their deputies for competencies	High level.	High level.	High level.
--	---	--	--	-------------	-------------	-------------

accordance with the coefficient for national universities -1.5) (in 2023 - 0.01, in 2024 - 0.01, in 2025 - 0.01, in 2026 - 0.01, in 2027 - 0.01, in 2028 - 0.01, in 2029 - 0.01%).	<u>2) low level of endowment fund development.</u>	1) insufficient awareness of graduates and patrons about the possibilities of financing the university; 2) lack of flexible mechanisms for investor motivation (tax incentives, public recognition, etc.); 3) lack of successful cases and experience working with endowment funds.	Vice-Rector for Finance and Infrastructure Development, Head of the Rector's Office, Director of the Sorbonne-Kazakhstan Institute, deans of faculties and their deputies for competencies	Medium level	High level.	Medium level
<b>Objective 1.3. To update the infrastructure and equipment of educational and scientific laboratories</b>						
1.3.1. The share of financial resources spent on updating infrastructure and educational and scientific equipment in total expenses (in 2023 - 3.0, in 2024 - 3.2, in 2025 - 3.4, in 2026 - 3.5, in 2027 - 3.7, in 2028 - 3.8, in 2029 - 4.0%).	<u>1) insufficient financing of infrastructure and equipment upgrades;</u>	1) limited budgetary funds, insufficient for modernization; 2) priority allocation of financial resources to other items of expenditure; 3) deterioration of existing equipment, which reduces the quality of the educational process and scientific research.	Vice-Rector for Finance and Infrastructure Development, Director of the Sorbonne-Kazakhstan Institute, deans of faculties and deputies according to their competence	High level.	High level.	High level.
	<u>1) lack of modern educational and scientific equipment.</u>	1) lagging behind global trends in education and science; 2) decreased interest of students and teachers in the university; 3) limited opportunities for advanced research.	Vice-Rector for Finance and Infrastructure Development, Director of the Sorbonne-Kazakhstan Institute, deans of faculties and deputies according to their competence	High level.	Medium level	High level.
<b>Goal 2. Step-by-step digitalization of scientific, educational and managerial activities of the university</b>						
<b>Objective 2.1. To improve digital infrastructure</b>						
2.1.1. Updating the computer and peripheral equipment fleet (in 2023 - 400, in 2024 - 350, in 2025 - 350, in 2026 - 350, in 2027 - 350, in 2028 - 350 units).	<u>1) insufficient updating of computer and peripheral equipment;</u>	1) limited financial resources, insufficient for regular modernization; 2) hardware obsolescence, reduced performance and compatibility with modern software; 3) increased load on existing equipment, which leads to frequent failures and increased repair costs.	Vice-Rector for Academic Affairs, (Vice-Rector for Digitalization), Director of the Sorbonne-Kazakhstan Institute, deans of faculties and their deputies in terms of competence	High level.	High level.	High level.
	<u>2) the lack of modern peripherals (printers, scanners, projectors, etc.).</u>	1) limited opportunities for an effective educational process and research; 2) slowing down the digitalization of educational and administrative processes; 3) increase in maintenance costs for obsolete equipment.	Vice-Rector for Academic Affairs, (Vice-Rector for Digitalization), Director of the Sorbonne-Kazakhstan Institute, deans of faculties and their deputies in terms of competence	Medium level	High level.	Medium level
2.1.2. Increasing Internet bandwidth (in 2023 - 1200, in 2024 - 1300, in 2025 - 1500, in 2026 - 1600, in 2027 - 1700, in 2028 - 1800, in 2029 - 2000 Mbit/s).	<u>1) insufficient connection speed and stability, affecting the educational process and scientific research;</u>	1) insufficient speed and stability of connection, affecting the educational process and scientific research; 2) an increase in the number of connected users and devices without a corresponding increase in communication channels; 3) limited financial resources to expand infrastructure.	Vice-Rector for Academic Affairs, (Vice-Rector for Digitalization), Director of the Sorbonne-Kazakhstan Institute, deans of faculties and their deputies in terms of competence	Medium level	High level.	High level.
	<u>2) dependence on one Internet provider.</u>	1) possible failures or technical problems at the provider, leading to network interruptions; 2) lack of backup communication channels for critical processes; 3) limited bargaining power to improve conditions and tariffs.	Vice-Rector for Academic Affairs, (Vice-Rector for Digitalization), Director of the Sorbonne-Kazakhstan Institute, deans of faculties and their deputies in terms of competence	Medium level	Medium level	Medium level
2.1.3. Increasing the Wi-Fi coverage area (in 2023 - 75, in 2024 - 80, in 2025 - 85, in 2026 - 90, in 2027 - 95, in 2028 - 100, in 2029 - 100%).	<u>1) insufficient Wi-Fi coverage on the university grounds;</u>	1) a limited number of access points, insufficient to cover all zones; 2) low power of existing access points, which leads to a weak signal in remote premises; 3) problems with power supply and equipment placement in old buildings.	Vice-Rector for Academic Affairs, (Vice-Rector for Digitalization), Director of the Sorbonne-Kazakhstan Institute, deans of faculties and their deputies in terms of competence	Medium level	Medium level	Medium level
	<u>2) Wi-Fi network congestion due to a large number of users.</u>	1) lack of load balancing between access points; 2) outdated equipment that does not support modern Wi-Fi standards; 3) the growing number of connected devices (smartphones, tablets, laptops).	Vice-Rector for Academic Affairs, (Vice-Rector for Digitalization), Director of the Sorbonne-Kazakhstan Institute, deans of faculties and their deputies in terms of competence	High level.	Medium level	Medium level

2.1.4. Purchase of interactive panels (in 2023 - 49, in 2024 - 30, in 2025 - 30, in 2026 - 30, in 2027 - 30, in 2028 - 30, in 2029 - 30 units).	<u>1) insufficient technical infrastructure and panel integration problems;</u>	1) unpreparedness of the audience infrastructure when installing interactive panels; 2) insufficient maintenance staff or lack of experience working with panels; 3) low willingness of teachers to use new technologies.	Vice-Rector for Academic Affairs, (Vice-Rector for Digitalization), Director of the Sorbonne-Kazakhstan Institute, deans of faculties and their deputies in terms of competence	High level.	Medium level	Medium level
	<u>2) insufficient qualification of teachers in working with interactive panels.</u>	1) slow adaptation of teachers to new technologies-not all the features of the panels can be used to their full potential; 2) lack of necessary training programs-insufficient training for teachers; 3) the weakness of the technical support service is the improper operation of equipment and difficulties in troubleshooting technical problems.	Vice-Rector for Academic Affairs, (Vice-Rector for Digitalization), Director of the Sorbonne-Kazakhstan Institute, deans of faculties and their deputies in terms of competence	High level.	Medium level	Medium level
2.1.5. Purchase of video surveillance cameras (in 2023 - 92, in 2024 - 377, in 2025 - 100, in 2026 - 100, in 2027 - 100, in 2028 - 100, in 2029 - 100 units).	<u>1) insufficient financial resources for the installation of a video surveillance system;</u>	1) insufficient funds allocated for the development of the University's security infrastructure; 2) incorrect distribution of funds for the acquisition and maintenance of video surveillance systems; 3) priority of other infrastructure projects.	Vice-Rector for Academic Affairs, (Vice-Rector for Digitalization), Director of the Sorbonne-Kazakhstan Institute, deans of faculties and their deputies in terms of competence	Medium level	High level.	Средний уровень
	<u>2) technical malfunctions of the video surveillance system and insufficient maintenance.</u>	1) poor quality or frequent technical malfunctions of cameras; 2) incorrect organization of maintenance and updating works; 3) the inability of the security service to effectively use the system.	Vice-Rector for Academic Affairs, (Vice-Rector for Digitalization), Director of the Sorbonne-Kazakhstan Institute, deans of faculties and their deputies in terms of competence	High level.	Medium level	Medium level