



**MINISTRY OF SCIENCE AND HIGHER EDUCATION  
REPUBLIC OF KAZAKHSTAN**

**JSC KAZAKH ACADEMY OF SPORTS AND TOURISM**

**«APPROVED»**

President of JSC KazAST

d.p.s., professor

Zakiryanov K.K.

«26» January 2024 y.



**DEVELOPMENT STRATEGY OF  
KAZAKH ACADEMY OF SPORTS AND TOURISM  
FOR 2023 – 2029 YEARS**

Almaty, 2024

## Program passport

Name of program	« <b>Development strategy of the Kazakh Academy of Sports and Tourism for 2023-2029</b> »
Basis for development	<b>Decision of the Academic Council of NJSC «KazAST» № 6 from «26» _January 2024 y., 2 Revision</b>
Developers	<p>Rector of KazAST- Zakiryanov B.K.;</p> <p>Vice-Rector for Science and Strategic Development - Doshymbekov A.B.;</p> <p>Vice-rector for educational and methodological work - Nurmukhanbetova D.K.;</p> <p>Vice-Rector for Educational and Sports Work - Yeskaliyev M.Z.;</p> <p>Head of Administration - Shalabayeva L.I.;</p> <p>Head of Academic Administration - Pya D.R.;</p> <p>Head of Postgraduate Education and Career Department - Tuleugaliyeva S.S.;</p> <p>Head of Science and International Relations Department – Kenzhebekova G.U.;</p> <p>Head of the Department of Educational, Social and Sports Work - Serikova S.S.;</p> <p>Head of library – Zhambulatova G.A.;</p> <p>Head of Innovation and Technical Department – Bukharbayev Zh.A.;</p> <p>Head of AEP - Zkrienov S.G.;</p> <p>Chairman of the student government body “Alliance of Students - Serikbay N.S.;</p> <p>Stakeholder – Minikhanova S.V., director of the travel company ELVISA TRAVEL LLP;</p> <p>Stakeholder – Mikhailova S.N., Professor of the Department of Stage Performance and Physical Education, KazNAA named after T.K. Zhurgenova;</p> <p>Student – Turdaliev R.M., doctoral student EP 8D01401 – Physical culture and sports, 3rd year;</p> <p>Student – Kenzhe Z.N., master’s student EP 7M01401 – Physical culture and sports, 2nd year;</p> <p>Student – Mirzakarimova A., master’s student EP 7M11101 - Tourism, 2nd year;</p> <p>Student – Khobdabergen A., student EP 6B11101 Tourism, 3rd year;</p> <p>Student – Abdikerimkyzy M., student EP 6B01401 – Physical culture and sports, 3rd year.</p>
Aim and Objectives	<b>Aim:</b> implementation of new conceptual approaches in educational, scientific and social processes and entry in 2030 into the number of leading specialized universities in the countries of the Eurasian space for training specialists with a high level of

	<p>professional knowledge, innovative approaches and research skills.</p> <p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>–introduction of practice-oriented learning mechanisms and advanced teaching methods;</li> <li>–compliance of the educational services provided with national and international standards;</li> <li>– formation of the international image of the academy as the leading scientific, educational and sports center of the country;</li> <li>–ensuring effective personnel management that helps improve the competence and qualifications of employees and their interest in the results of their work;</li> <li>– modernization of educational, scientific and sports facilities and creation of conditions conducive to improving the quality of educational and social services.</li> </ul>
Strategic directions	<ol style="list-style-type: none"> <li>1. Improving the system of multi-level training of specialists in accordance with domestic and world practices,</li> <li>2. Intellectual, spiritual development of personality,</li> <li>3. Scientific and innovative activities,</li> <li>4. Infrastructure and logistics support.</li> </ol>
Indicators	<ol style="list-style-type: none"> <li>1. Modernization of the content of educational programs in accordance with global trends in the field of education and services;</li> <li>2. Improving the educational process and ensuring the competitiveness of graduates;</li> <li>3. Improving the internal quality assurance system of the academy, based on international standards of higher education (ESG);</li> <li>4. Providing the educational process with a developed digital infrastructure that meets modern requirements;</li> <li>5. Improving library and information services;</li> <li>6. Intellectual, spiritual, moral, legal, patriotic education and physical development of students;</li> <li>7. Development of scientific and innovative activities;</li> <li>8. Providing with modern material and technical base.</li> </ol>
Timing of the Program implementation	2023-2029
Sources of financing	Educational grants from students of NJSC KazAST, funds from students receiving education on a paid basis, grants received for scientific research, sponsorship, funds from advanced training courses and other sources.

## Abbreviations and designations

<b>MSHE RK</b>	Ministry of Science and Higher Education of the Republic of Kazakhstan
<b>NJSC</b>	Non-profit joint stock company
<b>«Atameken» NCE</b>	"Atameken" National Chamber of Entrepreneurs
<b>KazAST</b>	Kazakh Academy of Sports and Tourism
<b>HEP</b>	Head of Educational Program
<b>IUC</b>	Internal University Quality Commission
<b>QC EM</b>	Quality Control of Educational Management
<b>EM</b>	Educational Management
<b>EMD</b>	Educational and Methodological Department
<b>RO</b>	Registrar's Office
<b>DPEC</b>	Department of Postgraduate Education and Career
<b>SSC</b>	Student Service Center
<b>DESS&amp;SW</b>	Department of Educational, Social and Sports Work
<b>ITD</b>	Innovation and Technical Department
<b>DS&amp;IR</b>	Department of Science and International Relations
<b>RK</b>	Republic of Kazakhstan
<b>ESG</b>	A set of standards and recommendations for ensuring internal and external quality in the higher education system
<b>IRD</b>	Internal Regulatory Documents
<b>HEI</b>	Higher Education Institution
<b>MOOCs</b>	Massive Open Online Courses
<b>NSSUK</b>	National Sports Student Union of Kazakhstan
<b>MM</b>	Mass Media
<b>AEP</b>	Administrative and Economic Part
<b>PC&amp;S</b>	Physical Culture and Sport
<b>APC&amp;S</b>	Adaptive Physical Culture and Sports
<b>R&amp;HB</b>	Restaurant and Hospitality Business
<b>IUSF</b>	International University Sports Federation
<b>EMA AMG</b> <b>REMC</b>	Educational and Methodological Association-project Management Group of the Republican Educational and Methodological Council

## Introduction

NJC Kazakh Academy of Sports and Tourism is a historically basic specialized university in Kazakhstan for training personnel in the field of physical culture, sports and tourism. The Academy provides educational services for bachelor's, master's and doctoral programs, conducts applied and fundamental scientific research, and provides scientific and methodological support for the preparation of national teams of the Republic of Kazakhstan for the Olympic Games and other world championships.

The development strategy of KazAST for 2023-2029 is predetermined by new priorities in the development of the system of higher and postgraduate education, science and the country as a whole, outlined in the following regulatory and program documents:

- Laws of the Republic of Kazakhstan “On Education”, “On State Youth Policy”, “On Physical Culture and Sports”, “On the Status of a Teacher”, “On Science”, “On the Commercialization of the Results of Scientific and (or) Scientific and Technical Activities”;

- Model rules for the activities of organizations of higher and postgraduate education;

- Qualification requirements for the educational activities of organizations providing higher and (or) postgraduate education, and a list of documents confirming compliance with them.

- The concept for the development of higher education and science in the Republic of Kazakhstan for 2023 – 2029 (Decree of the Government of the Republic of Kazakhstan dated March 28, 2023, No. 248);

- The concept for the development of physical culture and sports of the Republic of Kazakhstan for 2023 – 2029 (Resolution of the Government of the Republic of Kazakhstan dated March 28, 2023 No. 251);

- The concept for the development of university sports in the Republic of Kazakhstan for 2023-2029 (Resolution of the Government of the Republic of Kazakhstan dated March 28, 2023, No. 251);

- The concept of Kazakhstan becoming one of the thirty most developed countries in the world;

- On the ratification of the Convention on the Rights of Persons with Disabilities;

- Message from the Head of State Kassym-Jomart Tokayev to the people of Kazakhstan dated September 1, 2022 “A Fair State. One nation. Prosperous society”;

- Strategy "Kazakhstan-2050" and others.

Assessing the effectiveness of the academy’s activities is directly related to systematic monitoring and adjustment of strategic directions, which in turn contributes to the successful synergy of educational, educational and scientific activities, continuity and development of teaching staff, international recognition and financial stability of the university.

Today, KazAST, following these canons and requirements, maintains a worthy reputation of the university thanks to highly qualified teaching and scientific staff, integration of the achievements of the educational process, sports, and scientific developments in the field of education, physical culture, sports and tourism.

## 1. Analysis of the current situation at the university

NJSC Kazakh Academy of Sports and Tourism is the successor of the Kazakh Institute of Physical Culture, which was organized in 1944, and in 1998 transformed into the Kazakh Academy of Sports and Tourism.

The history of KazAST is closely connected with the history of the development of domestic sports, with the formation and prosperity of our country. Over the 79 years of its existence, the academy staff has managed not only to preserve, but also to creatively enhance the rich traditions of the Kazakh Institute of Physical Culture. The Academy has successfully passed state and public stages of control and today is a confident leader in the National rankings among universities in Kazakhstan in the educational programs "Physical Culture and Sports", "Tourism", "Restaurant and Hospitality Business", has recognition and authority in the global scientific and sports community

The academy has a system of continuity of education: college-university: bachelor's degree - master's degree - doctoral studies, advanced training courses. Training of specialists is carried out according to the following educational programs:

### **Bachelor's degree:**

- 6B01401 Physical Culture and sport
- 6B01403 Adaptive Physical Culture and sport
- 6B01404 Fitness and recreation
- 6B11101 Tourism
- 6B11102 Restaurant and hospitality business
- 6B11103 Recreation and sports and health tourism

### **Master's degree:**

- 7M01401/02 - Physical Culture and sport
- 7M11101 - Tourism

### **PhD:**

- 8D01401 - Physical Culture and sport
- 8D11101 - Tourism

Over the years of its activity, the university has trained more than 30,000 specialists in physical culture, sports and tourism, including about 3,000 masters of sports and international masters of sports, more than 100 world champions, 21 doctors, more than 145 candidates of science, 24 PhDs.

The Academy has modern educational, scientific and sports facilities. It has 2 stadiums, 10 indoor gyms, a gymnastics complex, a swimming pool, a climbing wall, hotels, a sports and recreation complex on Kapshagai, "Kaimar" ski complex, "Gorelnik" base, "Shogan Sai" base, the Museum of Sports and Olympic Glory, assembly hall, conference hall, first aid station, catering facilities and other important facilities.

To develop children's and youth sports and create the potential of future applicants, KazAST has opened 6 named academies of Olympic champions for gifted children in sports: gymnastics, skiing, football, volleyball, basketball, weightlifting. An Academy of Tourism named after Sh. Ualikhanov was also created on the basis of KazAST.

The majority of sports youth in Kazakhstan choose KazAST, wanting to receive a decent education and successfully continue their sports career. There are 2 Honored Masters of Sports, 30 International Masters of Sports and 219 Masters of Sports, more than 700 candidates for Master of Sports out of the 3,240 students studying at the

academy. At the last World and Asian Championships, World Universiade, our students won 13 gold, 12 silver and 10 bronze medals; they were trained by graduates of our university.

In addition, the students of the academy occupy leading positions not only in the sports field, but also in the educational field: in the annually held republican subject Olympiad in the discipline "Theory and Methods of Physical Culture and Sports", the names of 6 students of the academy were included in the book "Zhaskyran" ( in the collection of books by talented students "Zhas Kyran" 2019, launched as part of the republican project "Best Student", organized to support the country's youth by the national innovative research center "Bilim-orkeniety"). Applications are accepted from successful students in the following areas: Science, Art, Sports.

Educational and research activities are carried out by 11 departments, the Research Institute of Sports and the Research Institute of Tourism. The academy employs a total of 218 teachers, including 11 doctors of science, 18 PhD doctors, 3 doctors in the field, 48 candidates of science, 31 Honored trainers of the USSR and Kazakhstan. The number of teachers with the academic title is 15 professors, 24 associate professors, 9 associate professors. The degree of teaching staff is 50.9%.

A mentoring system has been introduced to support the adaptation of young teachers in educational, methodological and research work.

Academic mobility of teachers, students and undergraduates is implemented through the international academic exchange programs Erasmus+, Mevlana, and agreements with foreign countries. Also, on the basis of agreements, KazAST trains young teachers in doctoral studies at foreign universities and organizes scientific internships for master's and doctoral students in top foreign universities. To improve the level of research activities of students, undergraduates and doctoral students, leading foreign scientists are invited to give lectures and provide consultations on conducting research work.

In 2019, Memorandums of Cooperation were concluded with the National Olympic Committee of the Republic of Kazakhstan, with regional and city Sports Departments for the training of coaching staff, holding joint scientific and sports events and scientific and methodological support for national teams.

In 2019, the academy received an international Ted Qual certificate under the UNWTO program for the undergraduate educational programs "Tourism" and "Restaurant and Hospitality Business", and the master's degree "Tourism" through accreditation at the international level.

In the 2022 ranking of the NCE "Atameken" - undergraduate programs took the following places: "Physical Culture and Sports" - 4th place out of 35 EP universities of the Republic of Kazakhstan, "Tourism" - 9th place out of 30 EP universities of the Republic of Kazakhstan, "R&HB" - 3rd place out of 12 EP universities of the Republic of Kazakhstan.

Since 1999, KazAST has been publishing the scientific and theoretical journal "Theory and Methods of Physical Culture," which is included in the list of scientific publications recommended by the Committee of the Ministry of Education and Science of the Republic of Kazakhstan for publishing the main results of dissertations in pedagogical sciences. Currently, the journal ranks 1st among journals in the field of "Pedagogy", and in terms of citations it ranks 3rd in Kazakhstan. In 2018, the journal was included in the eLIBRARY.RU database, the library is integrated with the Russian Science Citation Index (RSCI). Scientific and theoretical journals "Research of Young Scientists: Physical Education, Sports, Tourism" and "Tourism, Leisure and Hospitality" are also published.

In 2009, on the initiative of the Academy, the International Association of Universities of Physical Culture and Sports was created and legally registered with headquarters in Almaty, whose members are 53 leading sports universities in the countries of the world community, and its President is the President of KazAST, Doctor of Pedagogical Sciences, Professor Zakiryanov K.K. As part of the activities of the Association, the academy has concluded 27 agreements with foreign universities on cooperation in the fields of education, science, sports and tourism.

On the basis of the Academy in 2004, 2009, 2014, one of the largest forums of sports science was held - the International Scientific Congress "Olympic Sports and Sports for All". Since 2009, on the initiative of the Academy, the International Scientific Conference of Students and Young Scientists "University Sports: Health and Prosperity of the Nation" has been held annually in different countries of the world. In 2009, 2011 and 2018, the student conference was held at KazAST. In 2017, the FISU World Winter Conference was held: Innovation – Education – Sports. University sports: health and the future of society. In addition to significant events, the departments annually hold international conferences with the participation of professors and teachers of foreign universities.

On July 2, 2015, in the city of Gwangju (South Korea), the International University Sports Federation (FISU) awarded the Kazakh Academy of Sports and Tourism the title "Best University in the World".

Currently, there are two dissertation councils for the defense of doctoral dissertations awarding the degree Doctor of Philosophy PhD in the areas of training "8D11 – Services", the educational program "6D090200 – Tourism" and "8D014 - Training of teachers with subject specialization of general development" under the educational program "8D01401(6D010800) – Physical culture and sports."

The Academy manages the activities of the Republican educational and methodological councils for the educational programs "Physical Culture and Sports", "Tourism".

The academy is introducing distance learning technologies, digitalizing the library collection, operating the automated information system "Platonus", the electronic library system "KABIS", Yandex corporate mail, the MOODLE system, the Airen testing system, and the Antiplagiarism.ru checking system.

## **2.SWOT- analysis of the activities of the Kazakh Academy of Sports and Tourism**

### **S - strength**

1. Image of NJSC KazAST - more than 79 years of experience in the educational services market, the first specialized university in the Republic of Kazakhstan in physical culture, sports and tourism;
2. On the initiative of KazAST, an international organization was created - the Association of Universities of Physical Culture and Sports, whose members are more than 50 leading sports universities from around the world;
3. On the basis of the Academy there is EMA AMG REMC for the group of educational programs "Training of physical education teachers" and "Tourism";
4. Features of the educational program "Physical Culture and Sports" in in-depth study of selected sports with specialization;



5. Preservation of the student population against the background of its general decline in Kazakhstani universities;
6. Training of scientific personnel through doctoral studies in KazAST and on the basis of foreign universities;
7. Qualified teaching staff;
8. Availability of doctoral dissertation councils for educational programs “Physical Culture and Sports” - the only one in the Republic of Kazakhstan, and “Tourism”;
9. Creating conditions for continuous professional growth of teaching staff and academy staff;
10. Functioning of the Higher School of Coaches;
11. Sufficient level of material and technical support for educational and scientific activities;
12. Availability of research institutes of sports and research institutes of tourism;
13. Over the past three years, Academy scientists have won 4 grant funding projects from the Science Committee of the Ministry of Education and Science of the Republic of Kazakhstan;
14. Support in the adaptation of young teachers - improving mentoring;
15. Good employment rates for graduates.

#### **W – weakness**

1. Low level of citation of scientific publications;
2. Low performance in cooperation with foreign universities in double-degree education;
3. A small number of teaching staff who has high IELTS level at English;
4. The number of grants allocated to students in PhD programs does not cover the needs of the academy and research institutes for qualified personnel;
5. Insufficiently developed infrastructure for the introduction of innovative technologies into the educational process;
6. Inconsistency of the level of digitalization of all areas of the university’s activities with modern requirements imposed on organizations of higher and postgraduate education in the Republic of Kazakhstan.

#### **O – opportunity**

1. Using the potential of leading foreign universities - members of the International Association of Universities of Physical Culture and Sports;
2. Involving leading foreign experts in giving lectures for students and teaching staff of the Academy;
3. Creating conditions for academic mobility of students and teaching staff;
4. Training of young scientists in foreign doctoral studies, with subsequent nostrification of the Doctor of Philosophy diploma;
5. Improving distance education. MOOC development;
6. Implementation of elements of dual training for future bachelors;
7. Demand for graduates in the labor market;
8. Development of social partnership, attracting employers to organize internships for students, undergraduates, and employment of graduates.

**T - threat**

1. Lack of benefits for talented athletes who want to enroll in the academy;
2. Low level of general educational preparation of applicants;
3. Low level of publication activity of teaching staff in foreign indexed journals with 1-3 quartiles;
4. Insufficient number of teaching staff that meet the requirements for scientific supervision of diploma theses, master's and doctoral dissertations;
5. Low level of motivation for scientific research and preparation of scientific articles in indexed journals;
6. Decrease in the level of solvency of the population;
7. Passivity of stakeholders in the work of academic committees on the development and updating of educational programs and employment of graduates;

An analysis of the strengths and weaknesses, opportunities and threats made it possible to determine the strategic goal, objectives and strategic directions for the implementation of the Mission and achievement of the Academy's Vision.

### **3. Development strategy of the Kazakh Academy of Sports and Tourism for 2023-2029**

**On January 31, 2021, the Academic Council adopted the Development Program of the Kazakh Academy of Sports and Tourism until 2044: “KazAST - 2044 Sports Harvard of Kazakhstan”, which will be implemented in 5 stages (2021-2023; 2023-2029; 2030-2037; 2038- 2044) this edition is the 2nd stage in the implementation of the program.**

#### **Mission, goal and objectives of the Kazakh Academy of Sports and Tourism**

##### **Academy mission:**

“KazAST – 2044 Sports Harvard of Kazakhstan” is a higher education institution of a new generation - the best in the field of physical education, sports and tourism education.

**Goal:** implementation of new conceptual approaches in educational, scientific and social processes and entry in 2030 into the number of leading specialized universities in the countries of the Eurasian space for training specialists with a high level of professional knowledge, innovative approaches and research skills.

##### **Objectives:**

- introduction of mechanisms for practice-oriented training and advanced teaching methods;
- compliance of the provided educational services with national and international standards;
- formation of the international image of the academy as the leading scientific, educational and sports center of the country;
- ensuring effective personnel management that helps improve the competence and qualifications of employees, their interest in the results of their work;
- modernization of educational, scientific and sports facilities and the creation of conditions conducive to improving the quality of educational and social services.

##### **The strategic directions for the implementation of the mission are:**

1. Improving the system of multi-level training of specialists in accordance with domestic and world practices,
2. Intellectual, spiritual development of the individual,
3. Scientific and innovative activities,
4. Infrastructure and logistics support.

## **Ценности:**

### **Values:**

#### **Sustainable development**

The Academy provides opportunities for obtaining quality education through the development of the intellectual, physical, sports and tourism potential of students, which contributes to improved health, stable well-being, high quality of life and social equality of society.

#### **Unique personality**

Raising a comprehensively developed personality to form a healthy nation of the country.

#### **Honesty and openness**

The Academy adheres to the following basic principles of morality: truthfulness, sincerity, trust, integrity, objectivity, fairness, integrity, non-discrimination and non-corruption.

#### **Corporate culture**

Preservation and enhancement of historically established traditions, compliance with business ethics standards, active involvement of the staff and students in the processes of modern transformations at the Academy.

#### **Responsibility**

The Academy takes responsibility for the implementation of the Quality Assurance Policy, the Development Strategy of the Kazakh Academy of Sports and Tourism for 2023 - 2029 and International Standards (ESG).

#### **Academy's vision in 2029:**

The Kazakh Academy of Sports and Tourism is a recognized higher education institution both in Kazakhstan and abroad, specializing in multifaceted programmatic approaches to training specialists in the field of physical culture, sports and tourism, ensuring a sustainable professional career.

#### 4.Schedule-indicative plan

**Strategic direction 1:  
Improving the system of multi-level training of specialists  
in accordance with domestic and world practices**

№	Activities / indicator name	Unit	Execution period						Responsible	Completion form
			2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029		
<b>1. Modernization of the content of educational programs in accordance with national and global trends in the field of education and services</b>										
- Improving the quality of educational services										
1.1	Update of existing educational programs (employer proposals, labor market research, expert recommendations, changes in legal regulations, etc.)	%	100	100	100	100	100	100	EM, DPE&C, Program Leader	Register of EP MSHE RK
1.2	Development of new EP at the request of the labor market (stakeholders, etc.)	Un.	1	1	1	1	1	1	EM, DPE&C, Program Leader	Register of EP MSHE RK
1.3	Development of double-diploma educational programs	Un.	0	0	1	1	2	2	EM, DPE&C, Program Leader	Register of EP MSHE RK
1.4	Share of educational programs included in the first 30% by place in the rating of NCE Atameken	%	-	20	30	50	50	50	EM, Program Leader	Data from the website of NCE "Atameken"
1.5	Increasing the share of stakeholders involved in improving educational programs by areas of training	Number of stakeholders involved	5	7	9	11	13	15	Program Leader, DPE&C, EM, EMA REMC	Protocol, expert opinions

- Modernization of education content in the context of global trends										
1.6	Entry of the university into the international QS World University Rankings	Place in the ranking	-	-	TOP-1000	TOP - 700	TOP-600	TOP-500	EM, DPE&C, Program Leader, Departments	Certificate
1.7	Number of educational programs included in international rankings by area of study	Un.	-	-	1	1	2	2	EM, DPE&C, Program Leader, Departments	Certificate
1.8	Share of educational programs accredited by international agencies	%	80	85	90	95	100	100	EM, DPE&C, Program Leader, Departments	Certificate
2. Improving the educational process and ensuring the competitiveness of graduates										
- Improving educational services										
2.1	The number of core academic disciplines of educational programs taught in English according to the EPG:	Un.							EM, Departments, Program Leader	EMM of Educational Program
	B091 Tourism		3	3	4	4	5	6		
	B093 Restaurant and hospitality business		1	1	2	3	4	5		
	B005 Training of physical education teachers		-	-	1	2	2	3		
2.2	Share of developed video lecture courses in EP disciplines	%	40	70	80	100	100	100	EM, Departments, Quality Committee	Posting on the educational portal of KaZAST
2.3	Number of massive open online courses developed	Un.	-	3	3	3	3	3	DPE&C, EM, Departments,	Posting on the educational portal

									Quality Committee	of KaZAST
2.4	The number of mentors involved from production to teaching disciplines with elements of dual training	Un.	15	15	15	15	15	15	EM, Departments	Agreements with organizations/enterprises
- Providing the educational process with highly qualified teaching staff										
2.5	B091 Tourism	Чел.							Departments, EM, HR&OMD	Certificates
	B093 Restaurant and hospitality business		2	2	3	3	4	5		
	B005 Training of physical education teachers		1	2	2	3	4	4		
	B091 Tourism		-	-	2	3	4	5		
2.6	The share of teaching staff with an academic degree (title) to ensure the quality of the teaching staff of the academy and create conditions for continuous professional growth	% academic degree	50	52	53	54	55	60	Departments, EM, DPE&C, HR&OMD	Diplomas
2.7	Number of teaching staff participating in academic mobility programs	Чел.	4	6	8	10	10	12	DS&IR, Departments, EM, DPE&C, HR&OMD	Orders, agreements
2.8	Ensuring openness of education and increasing the percentage of involvement of employers, representatives of top management of public organizations, and practicing specialists in the educational process	%	10	15	15	20	20	20	Departments, EM, DPE&C, HR&OMD	Agreements, protocols, expert opinions, reviews, recommendations

2.9	Increasing the share of teaching staff who have completed advanced training courses in foreign organizations	%	1	1,5	1,5	1,5	2	2	Departments, DPE&C, HR&OMD	Certificates
2.10	Increasing the proportion of lecturers invited from foreign universities to give lectures to Academy students and students of advanced training courses	%	0,5	1	1	1	1	1	Departments, EM, DPE&C, HR&OMD	Agreements
2.11	Development of educational programs for advanced training courses for the training of Physical Education teachers included in the register of the Ministry of Education of the Republic of Kazakhstan	Un.	-	1	1	1	1	1	Departments, DPE&C,	EMM of Educational Program
2.12	Development of educational programs for the retraining of teachers included in the Register of EP EHEA MSHE RK	Un.	-	1	1	1	1	1	Departments, HR&OMD	EMM of Educational Program
2.13	Development of educational programs within the framework of the concept of lifelong learning, according to the "Silver University" model	Un.	-	1	1	1	1	1	Departments, DPE&C,	EMM of Educational Program
- Ensuring the competitiveness of students and graduates										
2.14	Annual increase in student population	%	5	5	5	5	5	5	Selection committee, Departments, Faculties, EM, DPE&C,	Orders, agreements
2.15	Number of students participating in academic	Чел.	10	20	25	30	35	40	DS&IR, Departments,	Orders, agreements



	mobility programs								EM, DPE&C	
2.16	Share of foreign students	%	2	3	3	4	5	5	Selection committee, Departments, Faculties, EM, DPE&C	Orders, agreements
2.17	Increasing the number of talented youth and creating favorable conditions for admission to study (winners and prize-winners of international competitions, Olympiads, championships, etc.).	% talented youth out of general contingent	5	7	10	12	15	20	Media center, Faculties, EM, DPE&C	Diplomas, Certificates
2.18	Increasing the share of master's theses (projects) completed in the format of applied projects in priority areas in the field of physical culture, sports and tourism	%	0,8	0,8	0,8	1	1	1	Departments, DPE&C	Master's theses (projects)
2.19	Increasing the proportion of undergraduates who have completed scientific internships at foreign universities or research institutes	%	3	3	3	3	5	5	Departments, DPE&C	Orders, agreements
2.20	Increasing the share of master's and doctoral students in the total student population	%	-	0,5	0,5	0,5	0,5	0,5	Departments, DPE&C	Contingent
2.21	Proportion of employed graduates in the first year after graduation:	%								
	- bachelor's degree		70	75	80	85	85	85	Departments, EM	Certificates from the place of work, protocol
	- master's degree		80	85	85	90	100	100	Departments, DPE&C	

	- phd		100	100	100	100	100	100	Departments, DPE&C	
2.22	Proportion of bachelor's degree graduates who successfully passed certification	%	50	55	60	60	70	70	Departments, EM	Certificates
- Formation of a corporate culture based on the principles of academic integrity										
2.23	Satisfaction of teaching staff with working conditions	%	60	65	70	70	75	80	Quality Committee, Departments, EM	Survey results
2.24	Student satisfaction with learning conditions	%	65	70	75	75	80	85	Quality Committee, Faculties, Departments, EM	Survey results
2.25	Entry into the League of Academic Honesty of Universities of the Republic of Kazakhstan	Year of entry			+				EM, DPE&C, Quality Committee, Faculties, Departments	Status of a member of the League of Academic Honesty of Universities of the Republic of Kazakhstan
<b>3. Improving the internal quality assurance system of the academy, based on international standards of higher education (ESG)</b>										
- Updating and implementation of the KazAST Quality Assurance Policy										
3.1	Share of harmonization of KazAST regulations with standards ESG	%	70	80	100	100	100	100	QC EM, Quality Committee, structural divisions of KazAST	Register of IRD
3.2	Actualization and updating internal regulatory documents in accordance with changes	Year of renewal	+	+	+	+	+	+	QC EM, Quality Committee,	Register of IRD

	from MSHE RK and ESG standards								structural divisions of KazAST	
3.3	Introduction of integral GPA into the educational process	Year of implementation			+				EM, Quality Committee, Departments	Position
3.4	Number of KazAST employees who have completed training in quality management in education	Person	20	20	25	25	30	30	EM, DPEC, OP&D, Departments	Certificates
<b>4. Providing the educational process with a developed digital infrastructure that meets modern requirements</b>										
4.1	Investing in the continuous modernization of the academy's information and communication technologies	% from the total funding of the Academy	5	5	5	5	5	5	ITD	
4.2	Transfer of SSC to provision of services in online format	%	30	45	55	65	80	95	ITD, EM, Dean's offices	
4.3	Development of a platform for mass online advanced training courses in physical education, sports and tourism.	Year of implementation		+					ITD Departments DPE&C,	Online platform, instructions
4.4	Completion of the implementation of Active Directory for information security of the Academy	%	45	60	70	80	90	100	ITD	
4.5	Updating and improving the design and structuring of the main website of the Kazakh Academy of Sports and Tourism	%	45	90	100	100	100	100	ITD	Academy website
4.6	Proportion of provision of educational buildings and dormitories with high-speed Internet Introduction of interactive	%	100	100	100	100	100	100	ITD	Agreement with the provider

	panels in the academy									
4.7	Introduction of interactive panels in the academy	%	-	48	68	82	95	100	ITD	Invoices, contracts, acts of completed work
4.8	Equipping classrooms with modern equipment and computer technology, with high-speed Internet connection	%	40	48	68	82	95	100	ITD	Invoices, contracts, acts of completed work
<b>5. Improving library and information services</b>										
5.1	Formation of the Library fund in accordance with the direction of the Academy's activities	Number of copies	6000	6000	6000	7000	7000	8000	Library	Purchasing literature
5.2	Formation of the Library fund in accordance with the direction of the Academy's activities	Number of accesses	1	2	2	2	2	2	Library	Organization of access
5.3	Organization of concluding Agreements with libraries and scientific organizations for the joint use of library collections	Number of contracts	2	2	2	2	2	2	Library	Conclusion of contracts
<b>Strategic direction 2: Intellectual, spiritual development of the individual</b>										
<b>6. Intellectual, spiritual, moral, legal, patriotic education and physical development of students</b>										
6.1	Organization of events for intellectual, spiritual and moral education under the program "Rukhani Zhangyru", projects "Tugan Zher", "Sacred Geography of Kazakhstan", "Modern Kazakhstani Culture in the Global World"	number of events per academic year	2	5	7	10	12	15	Department for educational, social and sports work, Faculties, Media centers	Program, Media coverage on social network, KazAST website
6.2	Increasing the share of students to participate in the project	%	5	8	12	15	18	20	Department for educational,	Project participation,

	“Uly dala muragerleri”, including the nationwide expedition “Tugan elge tagzym”, in the social projects “Tarikh tagylymy” (studying the history of cities and villages, streets and personalities who contributed to the development of the state) and “Kazakh madenietinin anthologies” (study of national folklore through the creativity of akyns, zhyrau, kuishi)									social and sports work, Faculties, Media center	presentations, articles, Media coverage on social network, KazAST website
6.3	Increasing the share of students in the work of the student club according to Abay’s concept “Tolyk Adam”	%	7	12	15	20	25	30		Department for educational, social and sports work, Faculties,	Participation in the work of the club, media coverage on social media networks, KazAST website
6.4	Increasing the number of events to explain the consequences of offenses together with representatives of law enforcement agencies	number of events per academic year	2	5	7	10	12	15		Department for educational, social and sports work, Faculties, Advisors	Protocol, program, media coverage on social media networks, KazAST website
6.5	Monitoring student participation in the activities of gaming libraries, casinos, bookmakers, etc.	%	25	20	15	10	5	2		Department for educational, social and sports work, Faculties, Advisors	Statistical report
6.6	Increasing the number of events aimed at explaining the anti-corruption culture and policy of the Republic of	number of events per academic year	3	5	7	10	12	15		Department for educational, social and sports work,	Protocol, program, media coverage on social media networks, KazAST

	Kazakhstan among students								Faculties, Advisors	website
6.7	Opening of a center for psychological support for students and support for students with special educational needs	Number of calls to the Psychological Support Center	25	20	16	12	8	5	Department for educational, social and sports work, Faculties	Protocol, program, media coverage on social media networks, KazAST website
		Number of events held to support students with special education needs	3	5	7	10	12	15		
6.8	Introduction to the learning outcomes of students' integrated social GPA	%	12,5	15	18	20	22	25	Department for educational, social and sports work, Faculties, Advisors	Implementation report
6.9	Creation of the student sports club "KazAST-KZ"	Number of students	30	50	70	90	110	130	Department for educational, social and sports work, Faculties,	Position, media coverage on social media networks, KazAST website
6.10	Increasing the proportion of KazAST students participating in the summer and winter Universiade of the Republic of Kazakhstan	% participation by sport type	100	100	100	100	100	100	National Sports Student Union of Kazakhstan, Graduate departments	Participation, medals, diplomas, media coverage on social media networks, KazAST website
6.11	Increasing the number of KazAST students participating in the World Summer and	% участия по видам спорта	5	7	10	12	15	18	National Sports Student Union of	Participation, medals, diplomas, media coverage on

	Winter Universiade								Kazakhstan	social media networks, KazAST website
6.12	Monitoring the physical fitness of students of the EP “Physical Education and Sports”, “APC”, “Tourism” and “RH&HB”	«PE&S» %	20	30	50	60	80	100	Department for educational, social and sports work, Faculties, Graduate departments	Report, recommendations
		«APC» %	20	30	50	60	70	80		
		«Tourism» %	20	30	50	60	70	80		
6.13	Annual update and systematization of the KazAST student-athlete database	Number of sportsmen	210	300	450	650	900	1200	Department for educational, social and sports work, Faculties	Protocol
6.14	Improvement and material support for the activities of the student government body - “Alliance of Students of KazAST” and clubs of interest: debate club “Do-Da”, drama club “Rukhaniyat”, KVN-Zhaidarman teams “Olympus” and “Sports Zhene Mahabbat” of the Alliance of Students, club volunteers "Phoenix", dance club "Sirius" promoting intellectual development and personal growth of students	Tenge	3,5 mln	3,7 mln	4,0 mln	4,2 mln	4,2 mln	4,5 mln	Department for educational, social and sports work, AEP, Faculties	Order
6.15	Increasing the share of student involvement in the World skills, Junior skills, Deaf Skills and Abilimpics movements	%	10	12	15	18	22	25	Department for educational, social and sports work,	Project participation, media coverage on social media

									Faculties	networks, KazAST website
6.16	The number of projects in “ENACTUS KAZAST”, the goal of which is to help develop leadership skills, acquire communication and teamwork skills, study the principles of entrepreneurship and implement your own projects and startups	Un.	2	3	5	7	8	10	Department for educational, social and sports work, Faculties	Project participation, media coverage on social media networks, KazAST website
6.17	Improving the sports qualifications of students	Number of students: «PC&S»	100	150	200	300	500	800	Department for educational, social and sports work, Graduate departments	Order
		«Adaptive Physical Culture»	50	70	80	90	100	120		
		«Tourism»	20	30	40	50	60	80		
6.18	Improving the volunteer movement “I am a sports volunteer”, which will be involved in providing and servicing sporting events in the city of Almaty	number of events served	10	20	30	40	50	60	Department for educational, social and sports work, Faculties	Program, media coverage on social media networks, KazAST website
<b>Strategic directions 3: Scientific and innovative activities</b>										
<b>7. Development of scientific and innovative activities</b>										
7.1	Increasing the share of full-time employees with academic degrees and titles who have	%	-	2	2	2	2	2	Departments DS&IR HR&OMD	Conclusion of employment contracts.



	their own scientific areas for the development of physical culture, sports and tourism									Approved scientific activity plan
7.2	Introduction of an algorithm for stimulating teaching staff, young scientists, staff and students for active participation in international and national scientific conferences, publication of scientific articles in cited scientific journals included in the WOS, Scopus, Pubmed and Agris databases, in journals listed by the Ministry of Education and Science. Conducting internal grant funding competitions, research and development competitions	% of the total amount of research funding	1	2	2	3	3	4	DS&IR	Regulations on stimulation and motivation of teaching staff, employees and students
7.3	Carrying out work to include the scientific and theoretical journal "Theory and Methods of Physical Culture" to international scientific citation databases	Un.	-	-	-	-	+	+	Editorial staff of magazines, DS&IR	Entry into international scientific citation databases
7.4	Carrying out work to include the scientific and theoretical journal "Tourism, leisure and hospitality" in the list of journals recommended by the Committee for Quality Assurance in the Field of Science and Higher Education of the Ministry of Education and Science of the Republic of Kazakhstan	Un.	-	-	-	+	+	+	Editorial staff of magazines, DS&IR	Inclusion in the list of magazines, Committee for Quality Assurance in Science and Higher Education

7.5	Increasing the number of teaching staff and students performing scientific research and development work. Increasing the number of students as performers of research and development (of the total contingent)	%	3	5	5	7	7	10	Deans, departments, DS&IR	Orders for executors of Scientific research works and Research and Development
7.6	Share of commercialized projects and implementations from the total number of applied scientific research	%	100	100	100	100	100	100	Responsible executors of scientific research work research and development	License agreement for the transfer of an object of commercialization Acts of implementation
7.7	Increase in the number of filed applications for patents on intellectual property. Participation in submitting applications to teaching staff and students.	Un.	-	2	2	3	4	5	Authors of IP, Departments, DS&IR	Applications for patents of the Republic of Kazakhstan for intellectual property
7.8	Availability of funded research and (or) development work in accordance with the agreement with organizations and enterprises (business agreements)	Un.	3	3	5	5	7	7	Departments, DS&IR	Agreements with enterprises and organizations to carry out research work
- Expanding cooperation with leading research centers of foreign universities - members of the International Association of Universities of Physical Culture and Sports										
7.9	Increasing the number of joint scientific research with research centers of foreign universities - members of the Association	Un.	-	1	2	3	4	4	Departments DS&IR	Agreements for joint implementation Research
7.10	Entry into QS-WUR, TOP 700 ranking universities		-	-	-	+	+	+	Faculties Departments DS&IR	Place in the QS-WUR ranking table

- Development of scientific potential and integration into the global scientific space										
7.11	Conclusion of agreements with foreign universities members of the International Association of Physics and Sports Universities (Bulgaria, China, Poland, Latvia, Turkey) for targeted training of scientific personnel	Un.	2	2	3	3	4	5	MAU PC&S DS&IR	Agreement
7.12	Increasing the number of teaching staff and students participating in the International Scientific Conference "University Sports: Health and Prosperity of the Nation" and the International Scientific Congress "Olympic Sports and Sports for All".	%	20	30	40	40	50	60	Departments Deans MAU PC&S DS&IR	Participation
7.13	Inviting leading foreign scientists to give lectures	Un.	2	2	3	4	5	6	MAU PC&S DS&IR	Order
7.14	Increasing the share of teachers (from the staff of the teaching staff) and students (from the general contingent) to take accelerated English language courses at the expense of the academy	%	6/1	6/1	8/2	8/2	10/3	10/3	DS&IR	Order
<b>Strategic direction 4: Infrastructure and logistics support</b>										
<b>8. Providing modern material and technical base</b>										
8.1	Carrying out repair and construction work of a student dormitory, a sports and games room and a swimming pool.	Tenge	-	120 000 000	120 000 000	120 000 000	120 000 000	120 000 000	AEP, Accounting	Repair Work
8.2	Construction of a hotel and household facilities at the sports and tourist base "Shagan	Tenge	-	400 000	400 000	400 000	400 000	400 000	AEP, Accounting	Repair Work

	Sai”									
8.3	Carrying out work to improve the territory of the “Kaymar” Sports and Tourist Base	Tenge	-				250 000 000	250 000 000	AEP, Accounting	Repair Work
8.4	Carry out the repair of athletics running tracks and the construction of gyms at the “Khan Tengri” stadium	Tenge				250 000 000	250 000 000		AEP, Accounting	Repair Work
8.5	Construction of the “Kapchagay” sports and recreation center	Tenge		50 000 000	50 000 000				AEP, Accounting	Repair Work
8.6	Construction of a sports and entertainment complex at the “Alash” stadium	Tenge			150 000 000	150 000 000			AEP, Accounting	Repair Work
8.7	Construction of a new educational building (wrestling hall) on the adjacent territory of the swimming pool	Tenge	50 000 000	50 000 000					AEP, Accounting	Repair Work
8.8	Providing conditions for inclusive education: equipping classrooms, libraries, building ramps, etc. with special equipment.	Un.	+	+	+	+	+	+	AEP, Accounting	Equipment
8.9	Modernization and digitization of scientific infrastructure: updating of scientific equipment of research institutes of sports and tourism	Tenge				25 000 000	25 000 000	50 000 000	AEP, Accounting	Order
8.10	Allocation of financial resources for the maintenance and development of IT infrastructure, digital educational resources, networks and platforms for online courses, automation of massive open online courses services (MOOCs).	Tenge	-	60 000 000	50 000 000	40 000 000	20 000 000	20 000 000	EM, DPEC, Media center, AEP, Accounting	Order

## **Main expected results of the Strategic Development of the Kazakh Academy of Sports and Tourism by 2029:**

- Entry into the QS-WUR rating, TOP-700;
- 5 foreign experts are involved in teaching activities;
- Introduction of double-diploma education programs with leading domestic / foreign universities in the field of physical education, sports and tourism;
- Implementation of educational programs in English, increasing the number of foreign students;
- Improving the sports qualifications of students in the educational program Physical Culture and Sports up to 80%;
- Increasing the share of integrated social GPA to 50% when forming the KazAST graduate model within the framework of Abai's "Tolyk Adam" concept;
- Scientific laboratories equipped with modern equipment;
- Implementation of non-formal training, assignment of micro-qualifications;
- The functioning of the adult education system, taking into account the skills and competencies of the previous level of education according to the principle of the Silver University concept;
- 50% - increase in scientific activity of teaching staff / students;
- 1% – increase in patent activity of teaching staff / students;
- Construction and modernization of educational, training, tourism and recreational facilities of KazAST at the Khan-Tengri and Alash stadiums, the Kaimar sports and tourist base, the Shogansay sports and tourist base, and the Kapchagai sports and recreation complex.