



UIB
SINCE 1992

EURASIAN HIGHER EDUCATION
LEADERS' FORUM



Transformation of higher education in Kazakhstan. Future challenges

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President of
University of international business

Nur-Sultan, 2019

Next challenges

ECONOMY of the FUTURE

Future professions

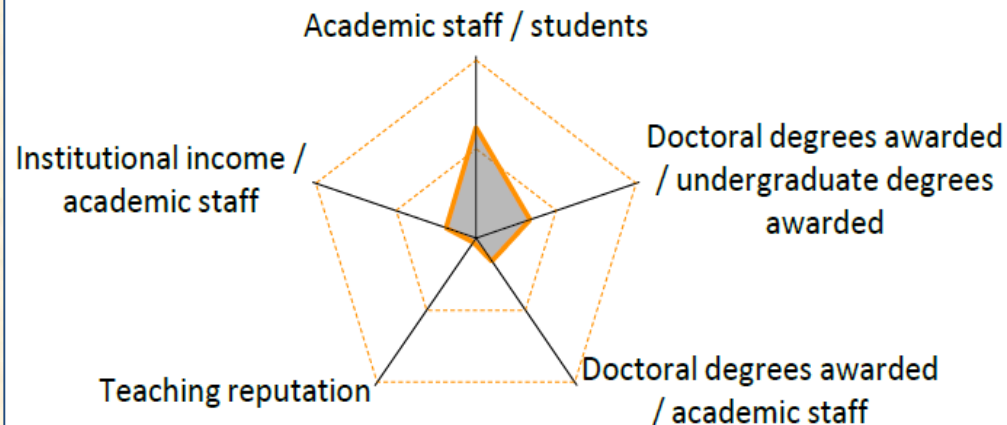
New generation of educational programs



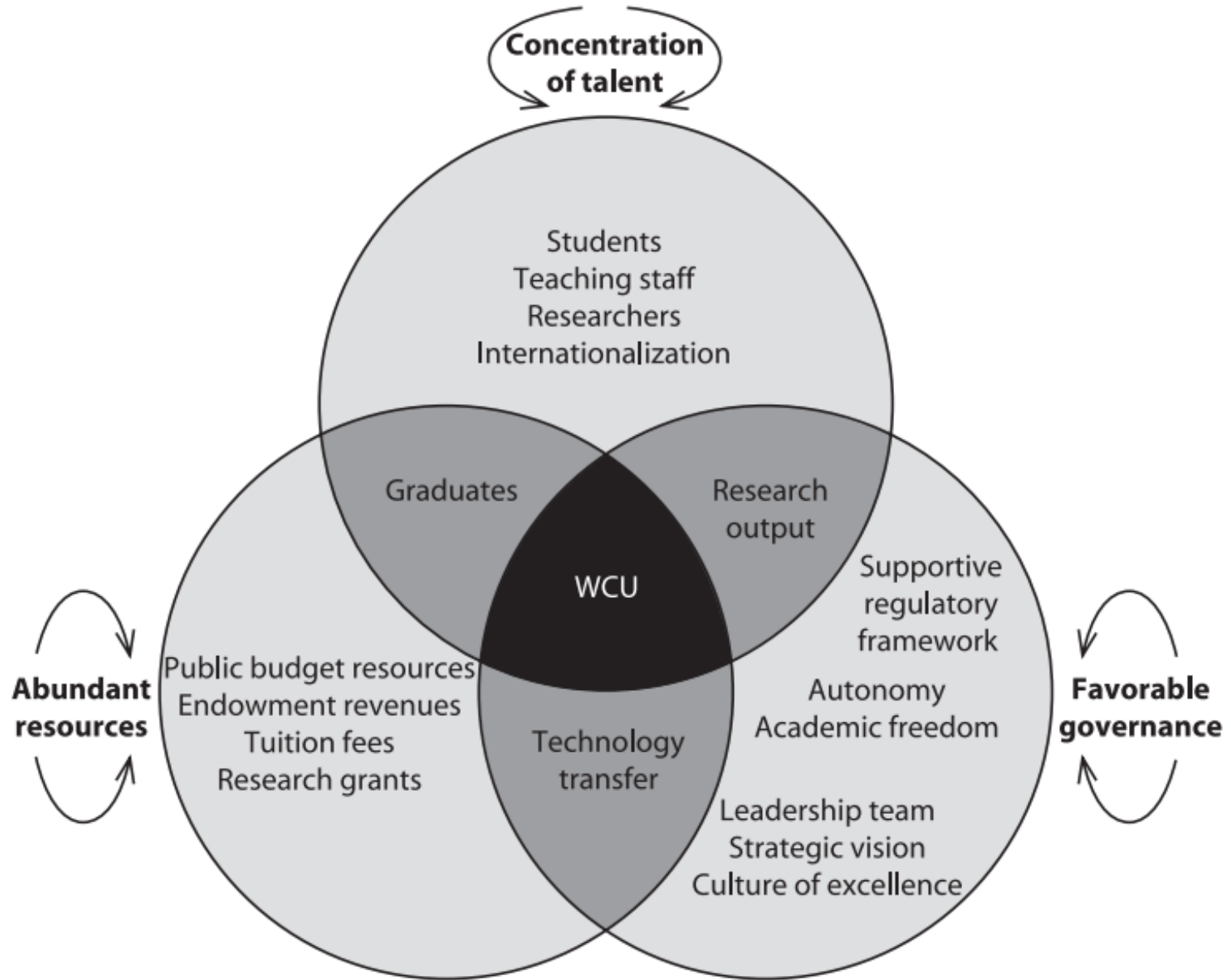
COMPETENCES OF FUTURE PROFESSIONS:

- Multilingual and multiculturalism
- Interdisciplinary communication skills
- Customer focus
- Ability to manage projects and processes
- High uncertainty operation
- Ability to creativity
- Working with artificial intelligence
- Ability to work with teams, groups
- System thinking
- Lean manufacturing
- Environmental thinking

Teaching



Model of WCU



World university ranking system

QS world university ranking	THE - World university ranking	Center for world university ranking	ARWU	US News & World Report best global university ranking
<ul style="list-style-type: none"> • Academic reputation • Employer reputation • Faculty/student ratio • Citations per faculty • International faculty ratio • International student ratio 	<ul style="list-style-type: none"> • Teaching (learning environment) • Research (volume, income & reputation) • Citations (research influence) • International outlook (staff, students & research) • Industry income (knowledge transfer) 	<ul style="list-style-type: none"> • Quality of education • Alumni employment • Quality of faculty • Research output • Quality publications influence • Citations 	<ul style="list-style-type: none"> • Alumni of an institution winning Nobel Prizes and Fields Medals • Staff of an institution winning Nobel Prizes and Fields Medals • Highly cited researchers in 21 broad subject categories • Papers published in Nature and Science • Papers indexed in Science Citation Index expanded and Social Science Citation Index • Per capita academic performance of an institution 	<ul style="list-style-type: none"> • Global research reputation • Regional research reputation • Publications • Books • Conferences • Normalized Citation impact • Total citations • # of publications that are among the 10% most cited • % of total publications that are among the 10% most cited • International collaboration • # of total publications with international collaboration • # of highly cited papers that are among the top 1% most cited • % of total publications that are among the top 1% most cited

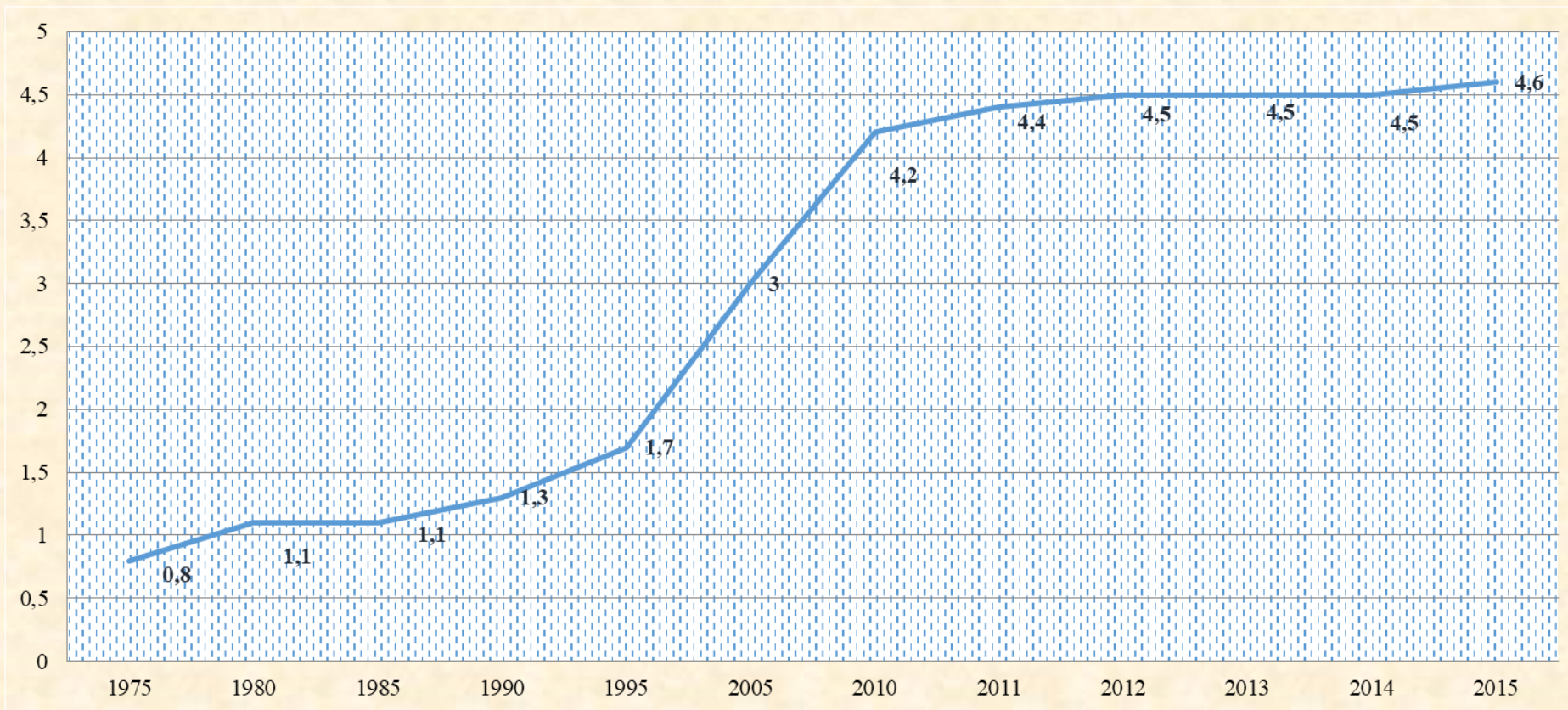
Type of indicators/ metrics

Summative indicators / outcome indicators

VS

Formative indicators / Process indicators

OECD, Report “Education at a Glance 2017”

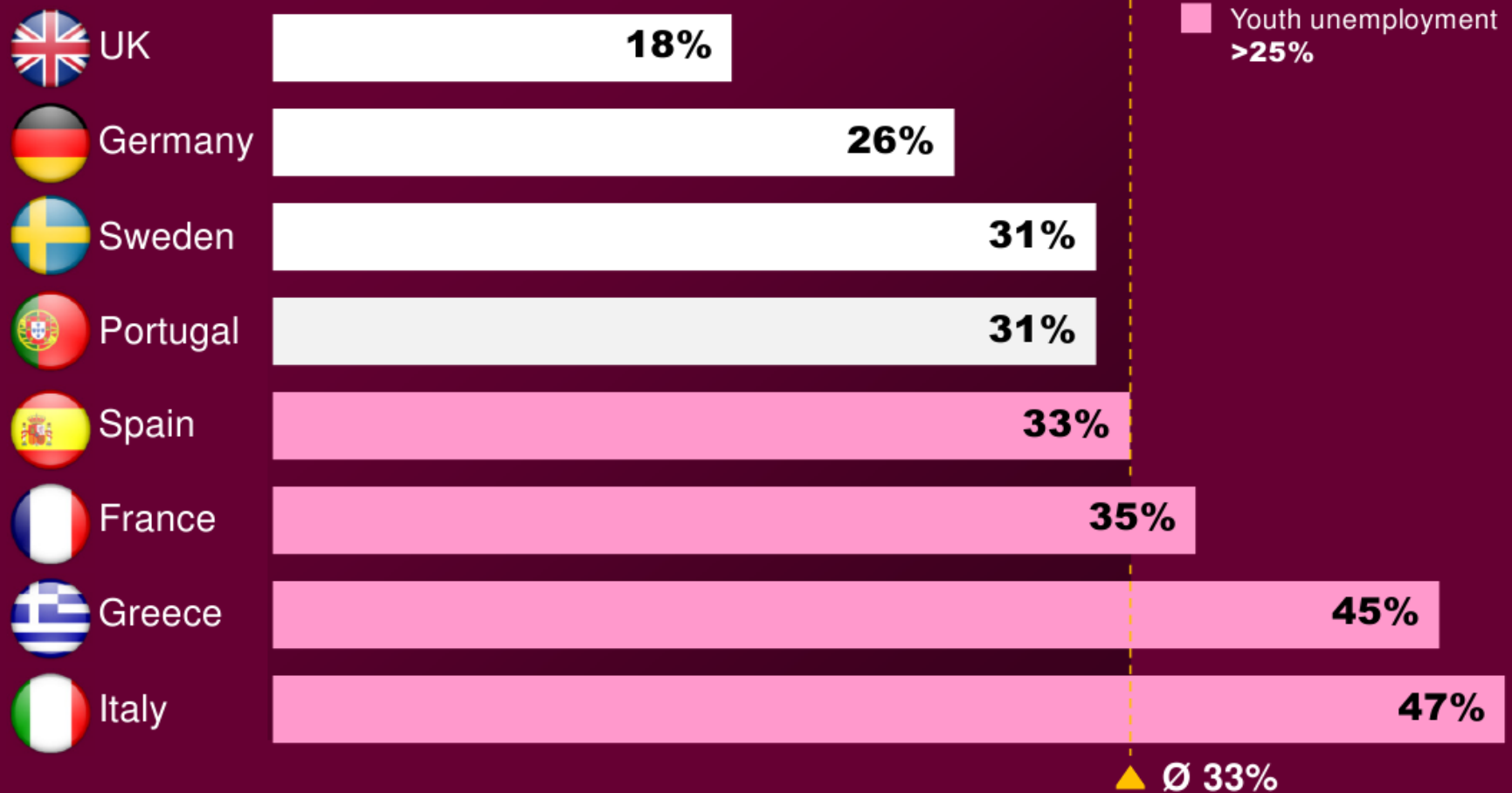


Dynamics of coverage of foreign education in higher education worldwide since 1975-2015. Total number of foreign students enrolled in higher education institutions worldwide (million people.)

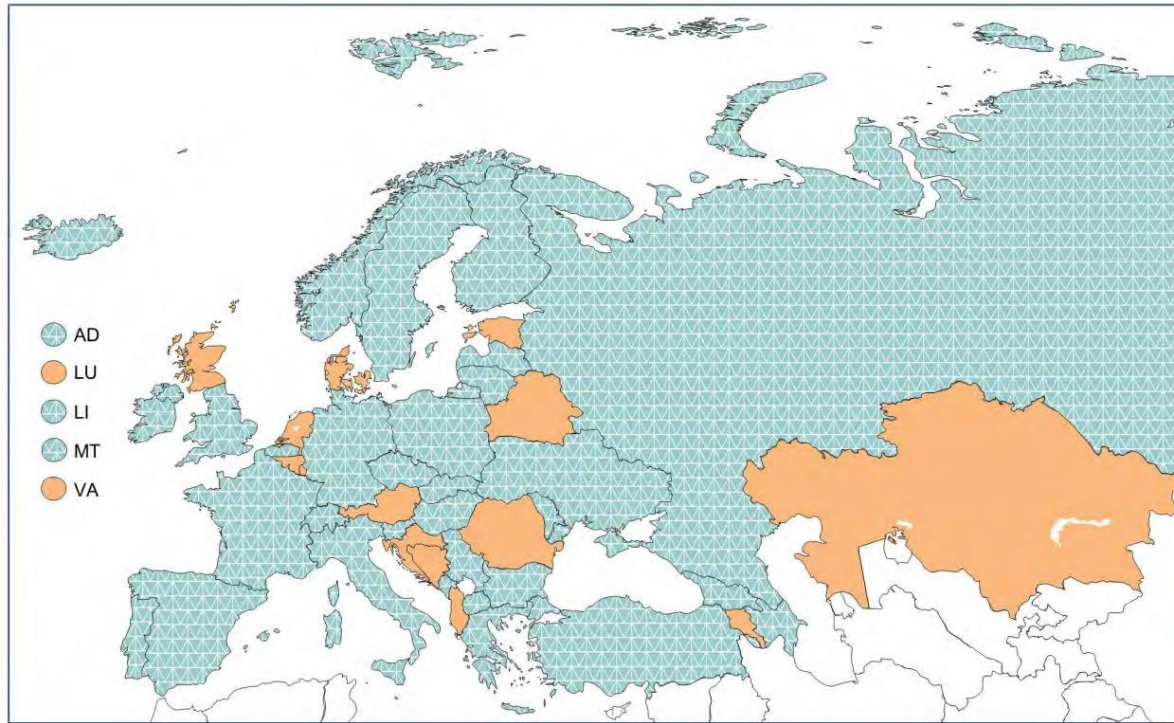


Even where many young people are available to work, employers can't find the skills they need

% of employers who believe that skills cause significant problems or are detrimental to business



- **The European Higher Education Area in 2018 Bologna Process Implementation Report**



BFUG

- **Self-certification Report of KZ-NQF for HE with QF-EHEA**




COUNCIL OF EUROPE



CONSEIL DE L'EUROPE

New law of the Republic of Kazakhstan "On the introduction of changes and additions to some legislative acts of the Republic of Kazakhstan on the expansion of the academic and managerial autonomy of higher education institutions", signed in June of 2018 .

Mechanisms for expanding academic autonomy



**Competitiveness of
educational programs**

Flexibility in development and updating of educational programs

New system of funding by Credit per student

NQF – SQF - PS -NQT

Scholarship program for international students

HEI can open abroad campuses

Design and implementation: Major-minor programs

Student-Oriented Learning

Updating of accreditation procedure with a focus on ESG standards

Expanding the internationalization of HEI, exporting educational services

Implementation of new law and current conditions:

- ☐ new legislative documents are designed
- ☐ ranking of National chamber of entrepreneurs
- ☐ qualification requirements of MES. risk assessment system.
- ☐ classificatory of education fields
- ☐ transition into non-profit organization
- ☐ accessibility of higher education. additional grants
- ☐ high level of the society and the country's leadership criticism on the quality of high education
- ☐ high competition in domestic and foreign markets

...

- ☐ low level of financing. Diversification of sources
- ☐ transformation is not uniform: universities, faculty
- ☐ low level of internationalization: students, faculty
- ☐ low level of research outputs

...

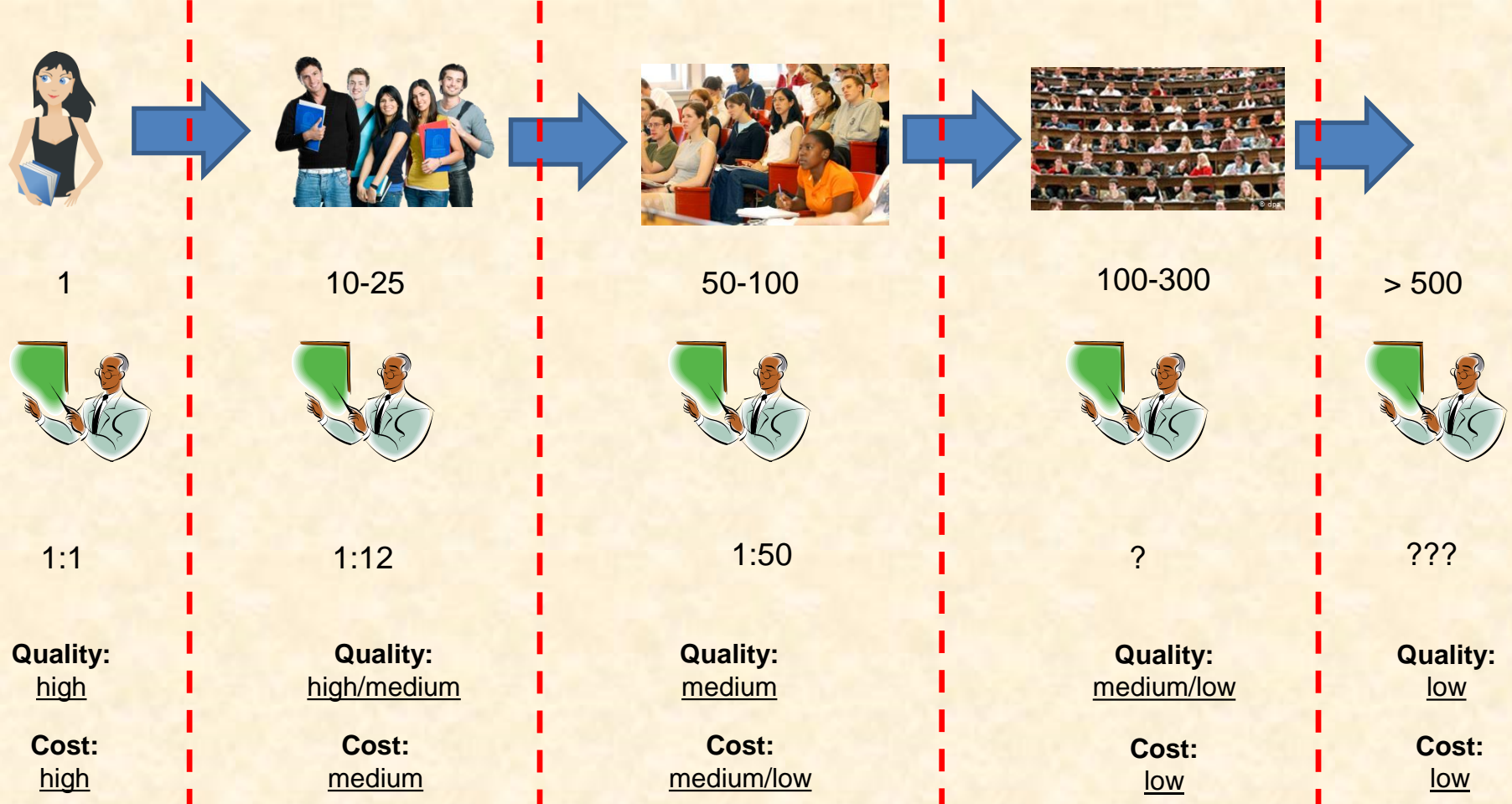
Future challenges

1. “Massification” of high education
2. Quality culture
3. Third mission – role and strategy of HEI
4. Multidisciplinary innovative research
5. Government & business support

Future challenges

“Massification” of high education

- Strong admission policy
- Introduce the new methodology and approach in teaching
- Digitalization of university services
- Professional certification
- Academic integrity
- E2E - Education to Employment
- ...



Is it possible to scale the quality of education?

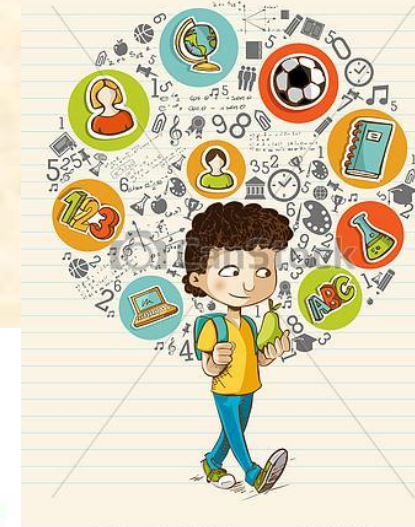
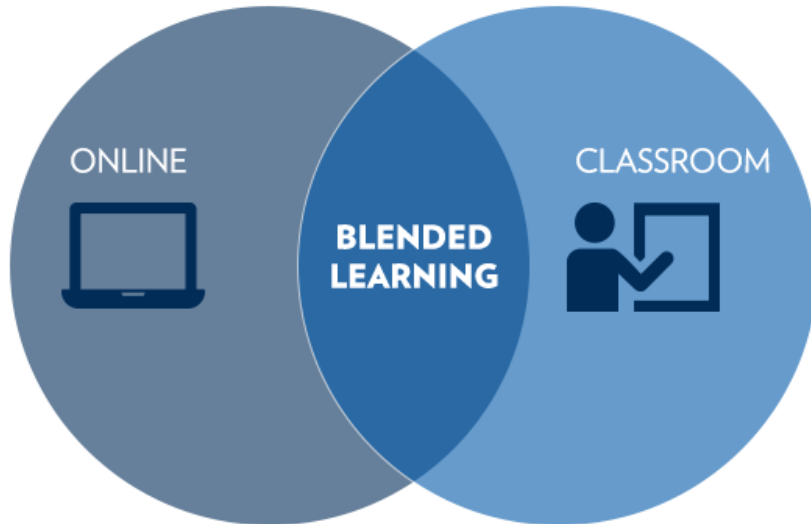
Is it possible to hire a large number of "best" teachers?

How to transform the process of learning in terms of "massification"?

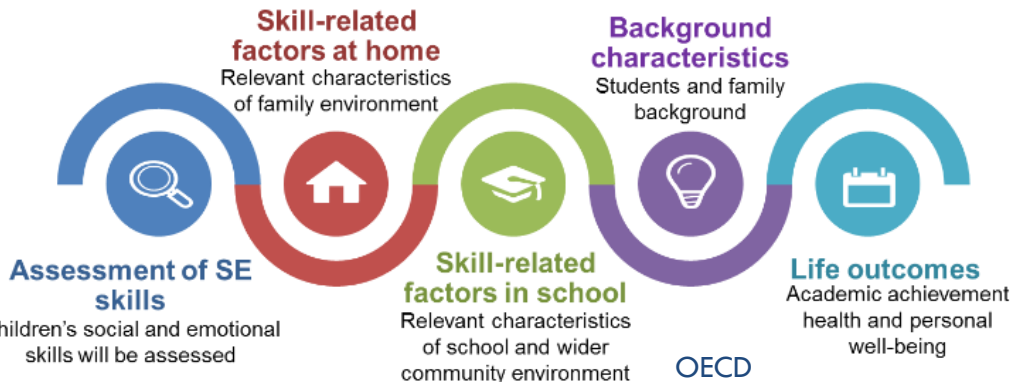
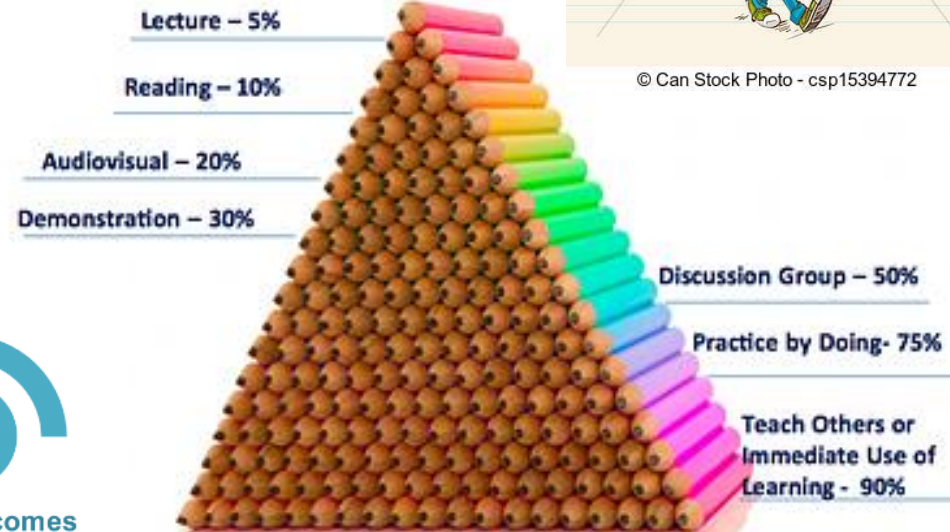
Personalized learning

- VLE+ Big data analytics
- Field-метод (Field Immersion Experiences for Leadership Development)
- Innovative Leadership Learning.
- ...

**EDUCATION + ENTERTAINMENT =
EDUTAINMENT**



© Can Stock Photo - csp15394772

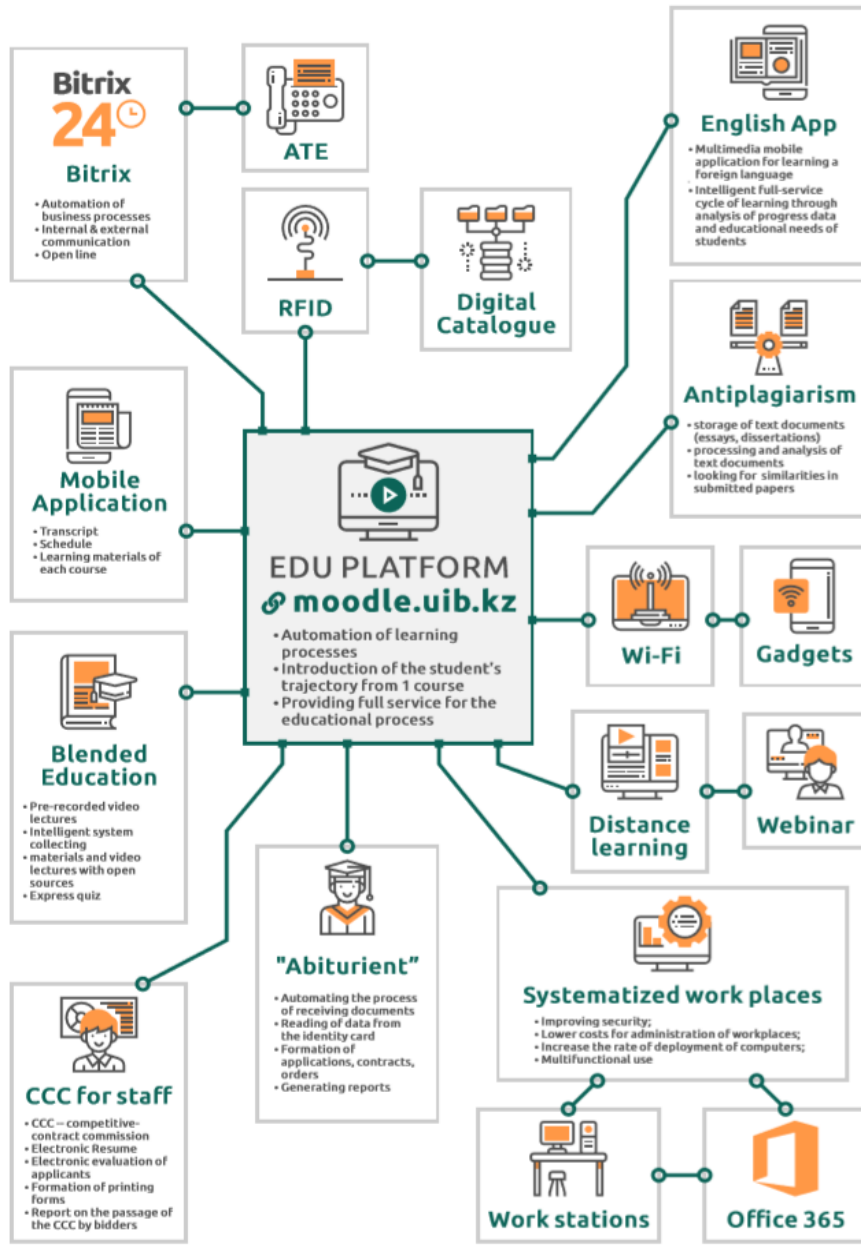




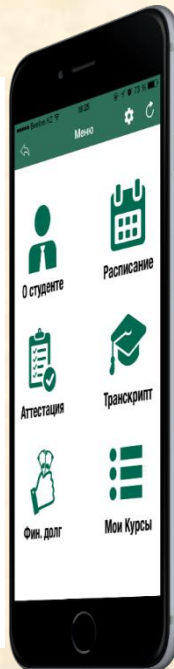
UIB
since 1992

**DIGITAL
UNIVERSITY**

Digital university – student oriented services



- ✓ Multimedia mobile applications
- ✓ Intellectual service providing a full cycle of learning through the analysis of student performance and educational needs of students
- ✓ Interactive Tutorial Electronic Services
- ✓ e-portfolio, access control and attendance system



National Open Education Platform established by leading universities in Kazakhstan, <http://moocs.kz>, since 2014

- 25 HEI
- 40 online courses
- 10500 students

<http://open.kaznu.kz/>



The Open University of Kazakhstan, <http://openu.kz>, since 2015

- 10 organizations
- 106 online courses
- 2600 lectures
- 7500 students

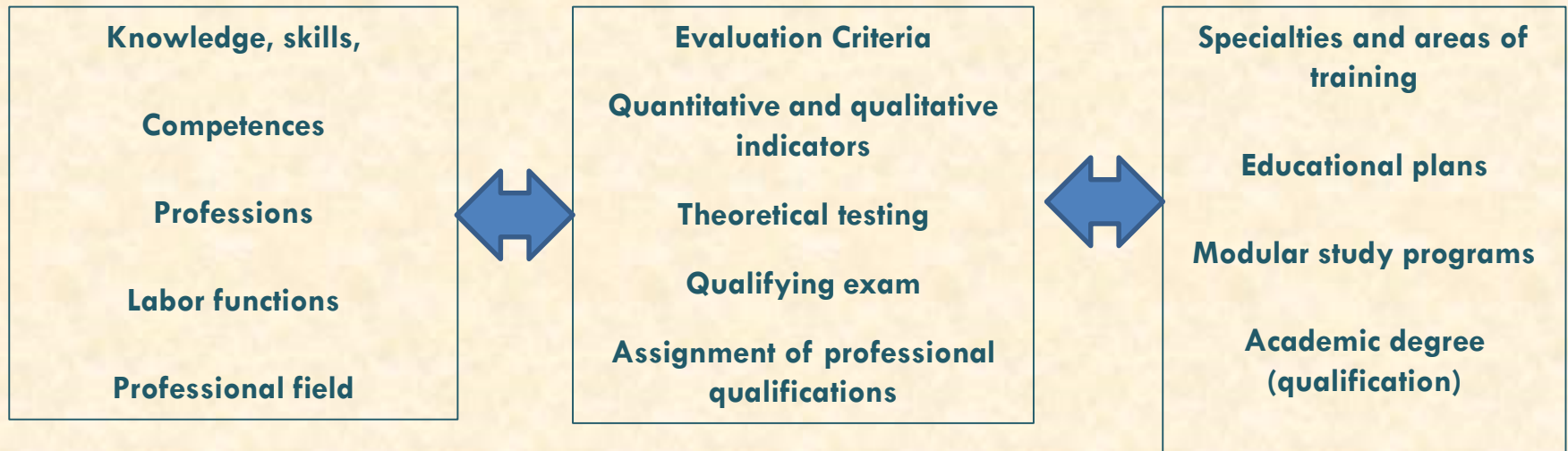
ҰЛТТЫҚ
АУДАРМА
БЮРОСЫ
ҚОҒАМДЫҚ ҚОРЫ



**"NEW HUMANITARIAN
KNOWLEDGE.
100 NEW TEXTBOOKS
IN KAZAKH LANGUAGE"**



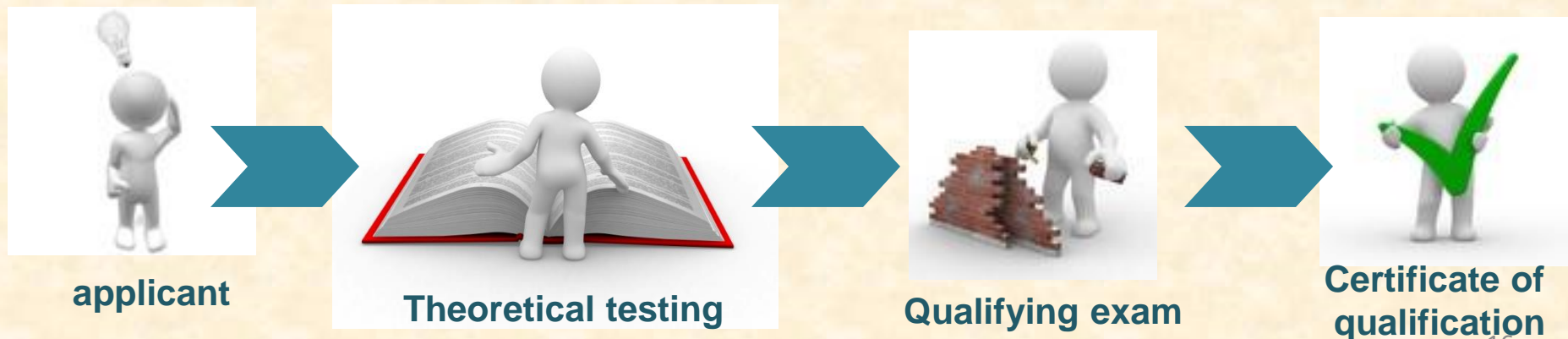
Professional standards - qualification assessment system - educational programs



“Rules for the recognition of learning outcomes obtained by adults through **non-formal** education submitted by organizations included in the list of recognized organizations providing non-formal education”

List of regulated professions

INDEPENDENT CERTIFICATION SYSTEM



Future challenges

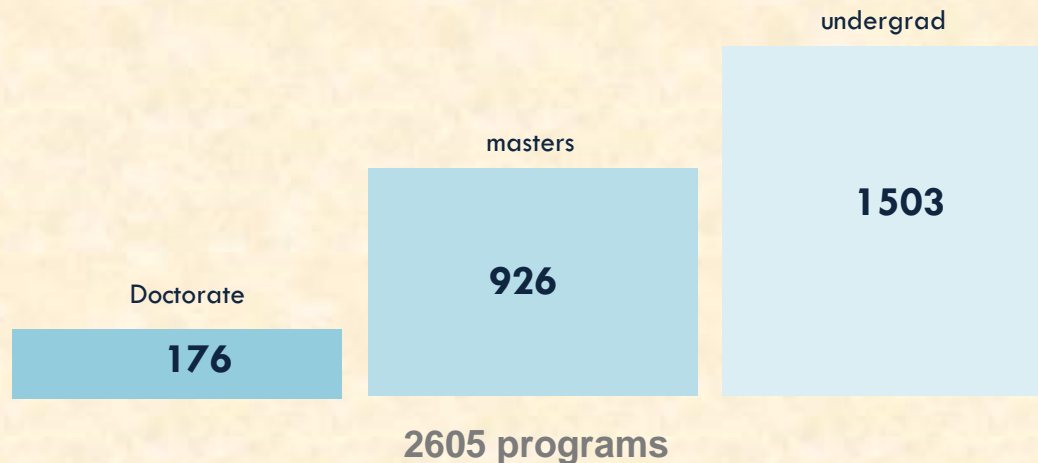
Quality culture

- ESG → {EQA, IQA}
- QA in Strategy of HEI
- Strong hiring policy
- Introduce the new approaches in QA
- Digital QA
- Change accreditation procedure/policy
- Performance based activity planning
- ...

Quality assurance of higher education



- Institutional accreditation – 108 HEI
- Accreditation of educational program – 91 HEI



ESG



Basic standards and guidelines for quality assurance of higher and postgraduate education in the European higher education area:

- 1) quality assurance policy
- 2) student-centered learning, teaching and assessment
- 3) training resources and student support system;
- 4) continuous monitoring and periodic evaluation of academic programs
- 5) periodic external quality assurance



QA



+



Digital QA

Quality Culture

**Structural-formal
elements**

**Organisational-psychological
elements**

Collective

Individual

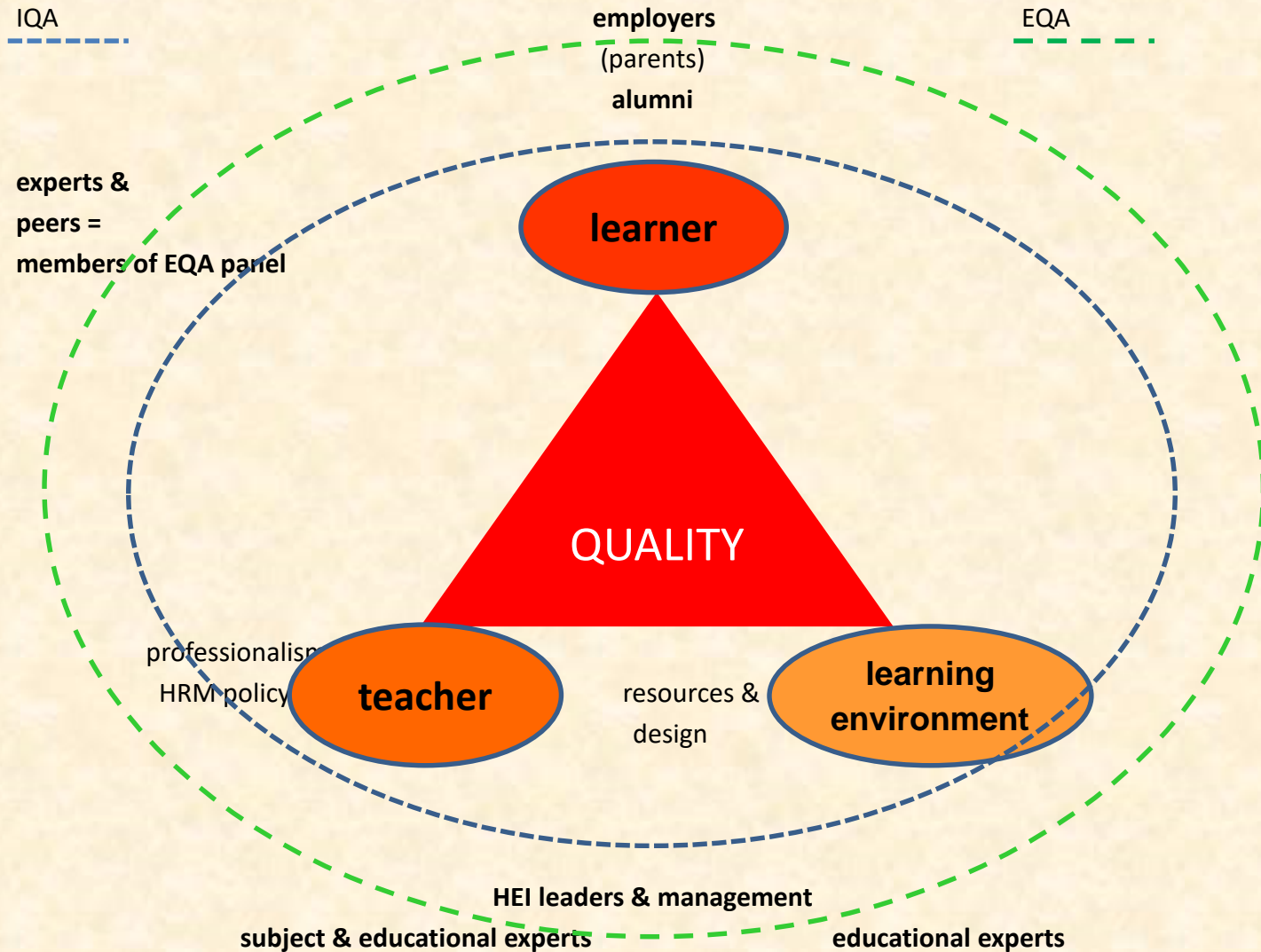
**Normative
Strategic
Operative**

Trust
Leadership
Communication
Participation
Collaboration

**Shared
values**

Commitment
Responsibility
Engagement

internal & external quality assurance



Future challenges

Third mission – role and strategy of HEI

- Design & rethink a new strategy
- Society oriented activity
- Impact to knowledge based economy
- ...

University's Third Mission - It refers to an additional function of the universities in the context of knowledge society. The university is not only responsible for qualifying the human capital (**Education – the first mission**) and for producing new knowledge (**Research – the second mission**). Universities must engage with societal needs and market demands by linking the **university's** activity with its own socio-economic context. Today universities develop their strategies around these three missions. Academics debate negative effects and the effective integration of these missions in a coherent institutional framework. Governments develop third mission policies allocating funding to this role while policy-makers and experts are implementing specific indicators..

(IGI Global)



“Social Engagement”

refers to the targeted use of scientific knowledge for resolving manifold societal challenges.



“Knowledge Transfer”

includes the adequate preparation and sharing of scientific knowledge with target groups outside of the university (e.g. practitioners, politicians, pupils), and the systematic integration of scientific knowledge in societal discourses.



“Technology and Innovation Transfer”

involves the transfer of knowledge/know-how, ideas, technologies, innovations and patents from the university to economic contexts.



University



Teaching

Learning



Research

Discovery



Service

Engagement



Society



University



University

Diversity

Ageing

Health

Digitalization
of daily life

Climate
change

Food
security

Access
to energy

International
cooperation

...



Civil society



Society



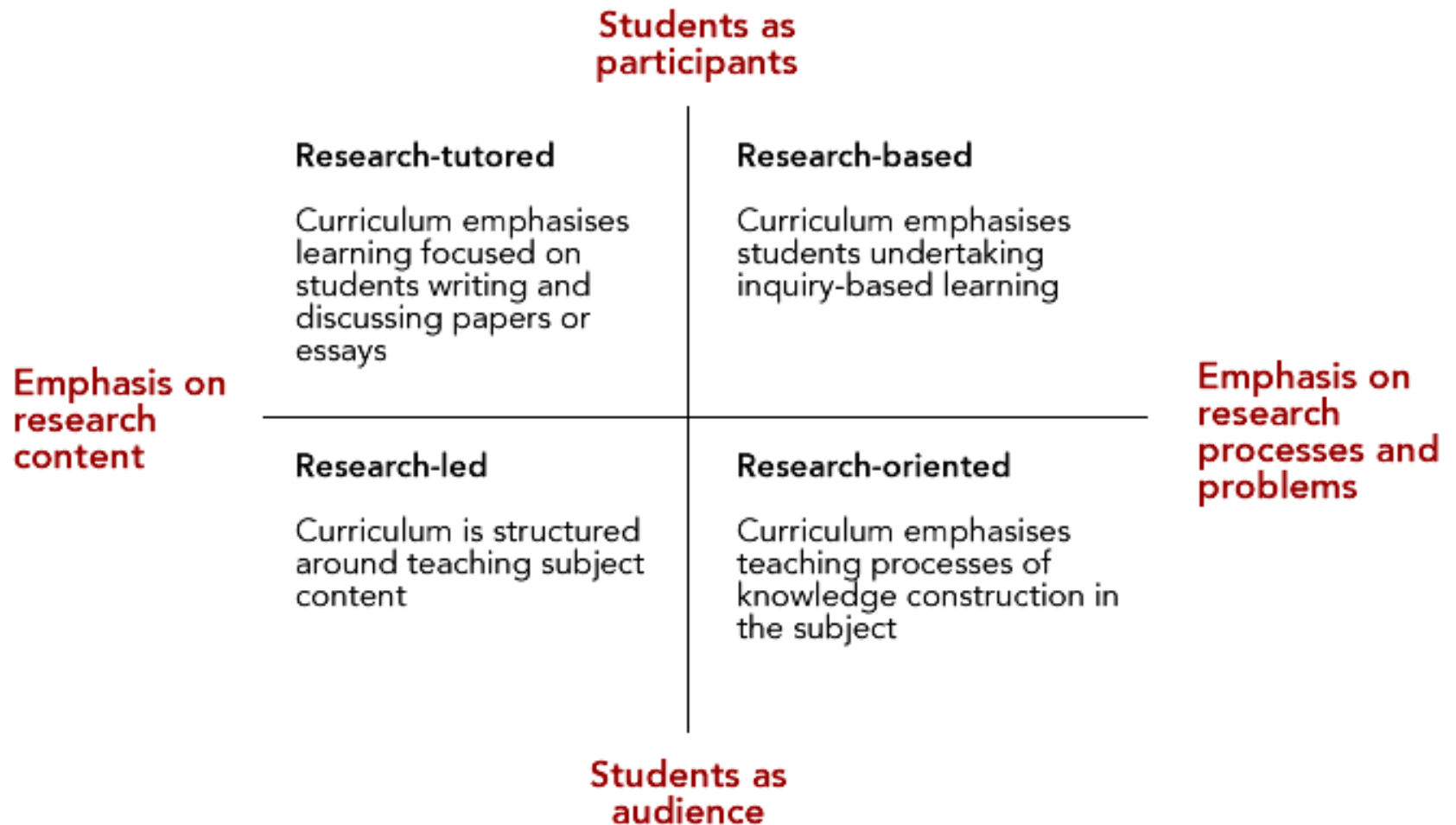
Future challenges

Multidisciplinary innovative research

- Redesign structure and communication between HEI researches
- Customer oriented research
- Earth, Life, Behavioral and other sciences + AI & Big data analysis (Urban growth, Lean manufacturing, Environmental problems ...)
- Academic writing & integrity
- ...

Figure 1: Curriculum design and the research-teaching nexus

Source: Based on Healey (2005, 70)



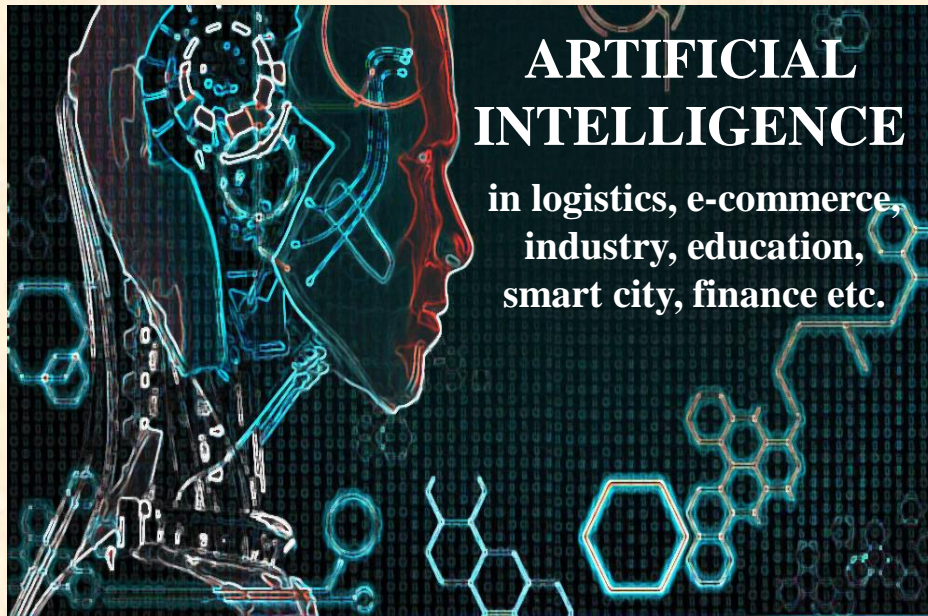
Jenkins, A. & Healey, M. (2005). Institutional strategies to link teaching and research. York: Higher Education Academy.



Big Data

Industry

Social



“Smart city” Center
UIB + partner university



Business Studies
lab

Laboratories
applied
analyses

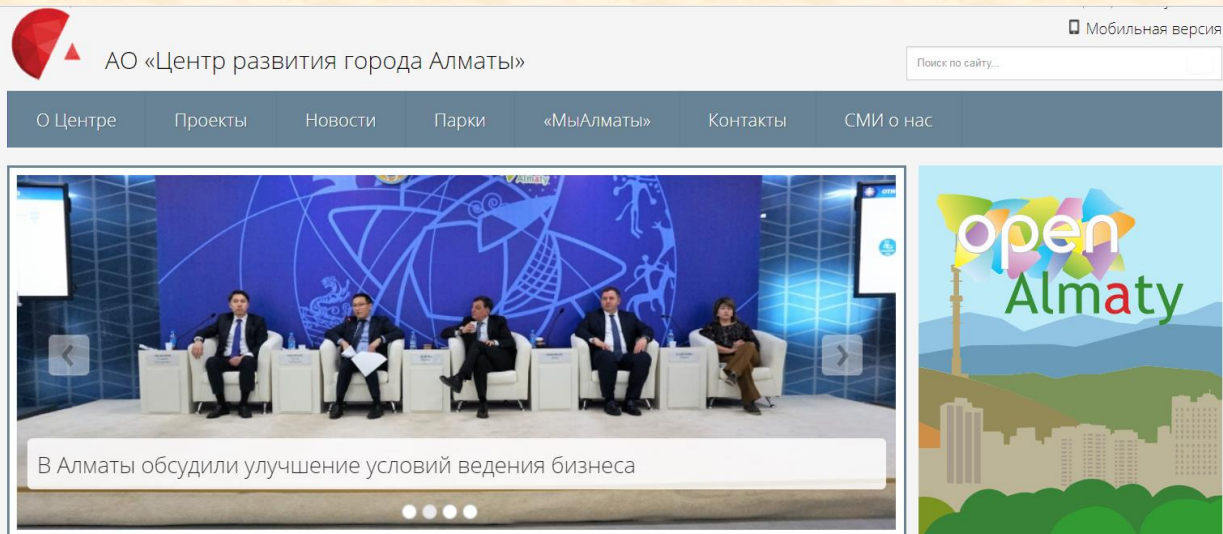
Social Studies lab

- Lean Startup model
- HORECA
- Behavioral economy. Consumer behavior
- Digital marketing

- Tax Revenue Analysis
- Analysis of the uranium industry
- Oil Industry Analysis

- Leadership
- Consumer behavior
- Design thinking
- Urban social model

UIB -> Smart city <-Almaty



Urban development indicators on the following fields:

- economy;
- social development;
- ecology and landscaping;
- infrastructure;
- security;
- investment projects, etc.

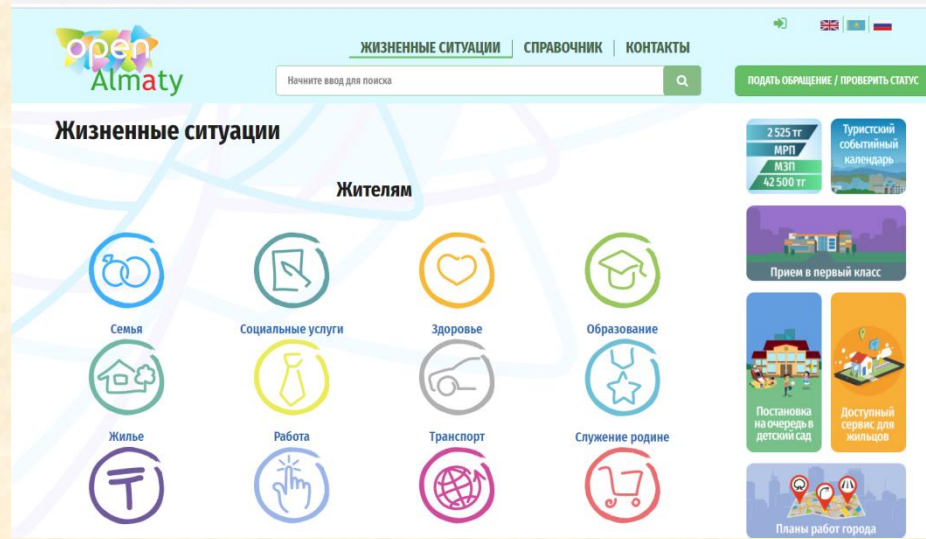
Проекты



от 10 декабря 2015 года № 394



Программа развития «Алматы – 2020»



http://ecogofond.kz/wp-content/uploads/2018/03/PRT-2017_RUS-almaty.pdf

Future challenges

State & business support

- Government program for HEI excellence (as “5-100” or “Double First-Class”)
- Initiatives to promote “Triple helix” model of innovation
- Venture capital
- Redesign the law of commercialization
- Consolidation of universities and research institutions (labs)
- ...

Thank you!