

UNIVERSITY "TURAN - ASTANA"



APPROVED
at the meeting of the Academic Council
University "Turan-Astana"
dated March 27, 2019 (Minutes No. 8)
Chairman of the Academic Council
_____ **Dzhaparova G.A.**

PROGRAM
DEVELOPMENT OF TURAN-ASTANA UNIVERSITY
(TAU university) for 2019–2022

ASTANA– 2019

1. Introduction

1.1 Short summary

In modern economic conditions higher education institutions are rather seriously focused on the features which developed in scientific and educational space at the moment. At the same time higher education institutions try to master survival mechanisms, maintaining sustainable development and having different ways of this development though strategic reference points are in many respects similar because they in general are focused on innovations. Higher educational institutions create various forms of cooperation in the development: complex training of specialists; active participation of students and teachers in carrying out scientific research; formation of the engineering centers; close interaction with employers and partners during creation of innovative and investment communications. Creation of high technologies is possible only by accumulation and mobilization of the intellectual capital of institutions of science and education, at the same time rather powerful situation in this process is allocated for the higher school. Emphasis on high technologies it is important for progress in general, defines the top priority for problems of integration of science and the higher education in the course of innovative development.

The information, research environment forms creative activity of higher educational institutions. Integration of the higher school into scientific and technical space has to be organized and stimulated by means of formation of innovative policy in development of a package of measures for the higher education system. These processes of integration have to form a basis formation of tactics and the strategy of innovative development of an education system in RK.

In modern conditions business is rather trend subject. The top officials of the state constantly speak about development of business and support of enterprise initiatives. In recent years the share of small and medium business in economy remains at the level of 25-27% and the country is faced by a strategic task to bring it to 35% by 2025 and not less than 50% - by 2050. Present 2019 it is planned to reach an indicator as the President of the country N.A. Nazarbayev in the performance at opening of year of youth noted, up to 28.2%. Therefore, for performance of an objective by the head of state, higher educational institutions as sources of development of the human capital, have to take certain steps towards transformation to the universities of enterprise type.

The program is developed within implementation of the Road map of stage-by-stage implementation of new legislative rules in educational activity of the Turan Astana university in the first half of the year 2019. The program is based on the priority directions designated in Messages of the President of the Republic of Kazakhstan N.A. Nazarbayev to the people of Kazakhstan, the Plan of the nation of "100 concrete steps on realization of five institutional reforms", the Patriotic act "The Mangilik El", Laws of the Republic of Kazakhstan of "About Education", "About Science" and "About the State Youth Policy".

1.2 Passport of the program

ProgramName	The program of development of the University "Turan-Astana" (TAU university) for 2019-2022 (hereinafter - the Program)
Basisfordevelopment Programs	Order of the Minister of Education and Science of the Republic of Kazakhstan dated October 25, 2018 No. 590 "On approval of the structure and rules for the elaboration of the development program of the organization of higher and (or) postgraduate education"
Программа разработчика	The working group on elaboration of the Program of development of the TAU university for 2019-2022 approved by the order of the rector of 18.02.2019 No. 01
Purposes and tasks of the Program	Transformation of TAU university in the university of innovative and enterprise type: 1) Transformation of the internal environment of the university; 2) Initiation of new types of activity; 3) Modification of interaction with the external environment; 4) Diversification of financial base; 5) Development of enterprise culture.
Terms and stages of implementation of the Program	2019 – 2022
Financingsources	Own funds of the university and also other means which are not forbidden by the legislation of the Republic of Kazakhstan will be allocated for implementation of the Program in 2019 - 2022. The total costs of implementation of the Program will make 1.5 billion tenge

2. The description of prospects of TAU university taking into account current state and long-term goals

To "TAU university" now at full speed there is a transformation of the internal environment which provides effective use of all types of resources, the correct functioning of management, reengineering of internal and external business processes, a student based of educational process and modernization of material and technical resources. Reorganization of educational process under new enterprise model of the university is respectively carried out, harmoniously uniting science, education and innovations. Educational programs of the university within use of the modular principles where there is a strengthening of cross-disciplinary communications and the strengthened reduction of unclaimed disciplines gain the development. Additional educational programs (minor) for formation of enterprise skills at students take root.

In "TAU university" much attention is paid to search of strategic partners in the local and global world, to adjustment of external relations on model of a threefold spiral. In work with partners we use the strategy of "win-win" and we do not wait until they come to us, and we offer mutually beneficial cooperation. In

this question we try to be irrepensible and we form the new culture of relationship with partners. So we created community of graduates and also we work on opening the Endowment of fund. Thanks to such approach, current academic year a share of foreign students increased by 4 times and also within the Foundation program listeners from Bangladesh are accepted. Only for the first half of the year of the current academic year 5 foreign experts from Spain, Turkey, Russia were invited and Bulgaria for reading special enterprise courses, the activity on the academic mobility of TS and students with domestic and foreign higher education institutions grew twice. Practice and dual training is also provided thanks to modification of interaction with the external environment.

Much attention is paid to corporate culture as it is well-known that the effect of cultural norms is stronger than from any other influence. Experts in the field of management claim that 80% of success of any organization depend on its corporate culture. Therefore, in "TAU university" we form enterprise culture, creating the atmosphere in which self-development, self-improvement and self-realization of the personality plays a key role. Not only the professional, but also humanitarian and social human capital capable in the competitive environment to creative and innovative activity is formed. To collective and students we impart model of independent way of thinking, the problem of formation of innovative and enterprise thinking is put equally before them. The idea of business and innovations at the university turns into the special etos penetrating everyone and everything club spaces for intellectuals are created, informal meetings with successful businessmen are organized.

"TAU university" sets ambitious goals in the strategic development plan till 2022. In the next three years the university plans to create not less than 5 small innovative enterprises. Income of the university gained from scientific and business activity will raise up to 20%.

In the subsequent, in process of strengthening of enterprise culture at the university, each teacher will strive for the status of the teacher-businessman, actively applying backs technologies. The number of scientific publications in the indexed foreign magazines will increase up to 45 units a year. Departments and faculties of the university will become the enterprise divisions leaving to the external environment with new programs and the relations, stimulating the third sources of income.

The contingent of students at the university will raise by 1.5-2 times. In structure of the contingent of the foreign students studying a share will make not less than 10%, and the share of students of the final years which are engaged in business will reach 60%. Achievement of all these indicators has to promote increase in the given social support to teachers and students and also annual growth of the salary of TS by 15-20%.

3. Block of analytical and predictive justification of the Program

3.1 Analysis of a condition of activity of TAU university, key problems and their reasons

The University Turan Astana institution is structural unit of educational corporation "Turan". Activity of the Turan Astana University is carried out on the basis of the Charter and according to the State license (AA No. 0000355 series) of April 26, 2004 on 16 specialties of a bachelor degree, 10 specialties of a magistracy and 1 specialty of doctoral studies.

The contingent of students of higher education institution makes 2574 people, of them 2034 students of a bachelor degree, 534 undergraduates and 6 doctoral candidates of PhD, including 56 foreign students from the FSU and beyond and also 5 listeners according to the program of prehigh school preparation. Generally, the contingent of foreign students is made by citizens of the CIS countries: Azerbaijan, Uzbekistan, Russia, Kyrgyzstan, Uzbekistan, Tajikistan. Also students from foreign countries are trained: Mongolia, Grenada, China, Turkey, Bangladesh.

The analysis of structure of the budget shows that the wages fund is the main share of 56.05%. Process of formation of the budget of the university the current year includes determination of profitable and account base and is based on the principles of the budgetary balance. Sources are both the budgetary financing of the state educational order, and income from rendering paid educational services, performance of the research and other works which are not contradicting the legislation.

The university is stable financially that provides improvement of quality of education and services for students. In general all revenues of the university are directed to maintenance of its academic purposes and programs.

The university has three academic buildings with a total area of 9435.4 sq.m. The total educational area is 5536.2 sq.m. Construction of the new academic building with a total area more than 7000 sq.m is begun. All educational and laboratory base applied in educational process is equipped with the 36th multimedia equipment (26 projectors and 10 interactive boards), networks of a video conferencing in conference rooms, educational television (10 TVs) are unrolled. All divisions of the university are equipped with computers, printers, audio-video the equipment. The gym is equipped with apparatuses, the sport stock necessary for exercises and sport. Besides, at the university the system of digital security video surveillance consisting of 70 cameras from them internal cameras – 56, external – 14 works. This system covers all buildings and the hostel, gives an opportunity to a security police to carry out monitoring of the protected object in real time and to react timely to situations. The total quantity of units of ADP equipment at the university in 2018-19 academic year made 275 units. They have Internet access and are connected by a single local area network, with the high throughput of data exchange of 100 Mbit/sec., 14 WI-FI zones for free access in the Internet are organized. The university has the publishing center equipped with the modern equipment. 100% updating of the typographical equipment was made in 2018 for the sum more than 12 million tenges. The general library stock makes 259224 units of editions, of them in Kazakh of 145277 units of editions.

In TAU university a number of the information systems which are based on corporate network successfully functions:

- automated information system of management of educational process of AIS "Platonus";
- a high school node of a digital library of KABIS agrarian and industrial Complex with interface unit of external data exchange through the Internet;
- corporate e-mail.

The university follows standards of business ethics, according to the Code of Corporate culture. The code contains the rules and standards of behavior distributed to all members of staff of the university irrespective of a post, the status and the place of stay – as inside, and out of the university. Following to the principles of honesty, professionalism, justice and goodwill and increase in image of the university means standards of behavior.

By results of examinations of students during the period from 2015 to 2018 the percent of quality fluctuates from 75 to 87 percent, and progress level from 88.8 to 100 percent.

The general contingent of reception of 2018 made 1030 people. On a bachelor degree 719 people, came to a magistracy 306 people and 4 persons in doctoral studies.

The administration of TAU university pays much attention to social and financial support of students. The main positions of ensuring needs of various groups of students are reflected in a social package for students. On a grant of the rector of the Turan Astana university in 2018 were accepted on a bachelor degree of 50 people from whom 40 are owners of the signs "Three-copecks Piece Belg _". More than 200 entrants as rendering social support were provided discounts for training in the amount of 10 up to 70 percent.

Thus, the analysis of a status of activity of TAU university, key problems and their reasons defines the following.

1. Strengths:

- 1) the high general rating of higher education institution according to HAOKO;
- 2) institutional accreditation for five years is undergone successfully;
- 3) all 27 educational programs have successful accreditation for a period of 3 and 5 years;
- 4) rather good material and technical resources of the university;
- 5) stable financial position of the university;
- 6) rather high degree of independence of the university in comparison with the state universities;
- 7) flexible control system of the university;
- 8) the existence of business incubator promoting to achievement of the goal in transformation to the university of innovative and enterprise type.

2. Weaknesses:

- 1) the weak organization of research, innovative activity at the university (weak printing activity in the editions indexed in Web of Science and Scopus; low extent of participation in the international scientific projects and foreign conferences; low index of citing publications of staff of the university; low level of

commercialization of innovative projects and scientific developments of scientists of the university; weak interaction with representatives of business by orders for research performance);

2) weak orientation to the international activity, insufficiency of joint educational programs, mobility of TS and students;

3) low share of foreign students;

4) insufficient level of integration of educational process with science, production and the knowledge-intensive business;

5) the system and instruments of marketing in various activities of the university is insufficiently developed;

6) absence of military department at the university

3. Opportunities

1) receiving and use of non-budgetary sources of financing by the university due to diversification of sources of income and initiation of other types of activity (advance of startups, creation of legal entities, commercialization of scientific developments, an endowment fund, etc.);

2) ensuring high-quality breakthrough in development of the university in all activities of the university thanks to transformation process;

3) participation in processes of the international integration, orientation to passing of the international accreditation of the university;

4) adaptation of educational programs to professional standards taking into account the interests of key employers;

5) development of remote and electronic educational technologies

6) development of a system of additional education (soft skills, business incubator, science and technology park, business school, etc.);

7) construction of the new academic building for improvement of conditions of training and work.

4. Threats

1) decrease in financing, reduction of staff, deterioration in conditions and level of compensation in connection with deterioration in economy in general in the republic and the world;

2) the new requirements of the state to quality of education realized via various instruments of control (requirements of bylaws, licensing, preventive control of efficiency of higher education institutions, accreditation, ratings, etc.);

3) decrease in competitiveness of the graduate and higher education institution in education market depending on its environment and the pursued policy the state in the field of the higher education.

3.2 Assessment of innovative potential of the TAU university group

In TAU university 2 faculties and 7 departments where 123 teachers from whom 120 people are regular and 3 part-time workers work function. Personnel structure is one of the main components of innovative capacity of the university.

Qualitative structure made 17 doctors of science, 46 candidates of science, 3 PhD, 48 masters and 9 experts, 10 professors and 19 associate professors. More than 52% of list of teachers I have academic degrees.

Average age of TS of the university is 48 years that is rather high rate reflecting the potential of collective of the university. As a part of TS of the university 1 academician of National academy of natural sciences of RK, 1 acting member of Academy of military sciences of the Russian Federation, 9 owners of a rank "The Best Teacher of Higher Education Institution", 1 veteran of work, 1 Enbekardager, 4 owners of the breastplate "Y. Altynsarin" and 3 honorable educators, etc. work.

At faculties and TS departments research works on 17 directions of the covering 7 various areas are conducted. Only for 2018 TS of the university is published 14 textbooks and manuals, 9 monographs, 17 scientific articles in Scopus, 34 articles are published in scientific magazines from the KKSON list of Ministry of education and science RK, 12 articles in the magazines entering the RINTs list are received 4 copyright certificates. Teachers in 10 student scientific circles prepared 27 winner students of various scientific competitions, the Olympic Games and a conference of republican and international level. The business incubator carries out work with 153 students who wish to study skills of business and to have in the future own business.

The department of science and commercialization systematically carries out monitoring of effectiveness of performance of research. For 2018-2020 Contracts for the scientific research financed by MOE RK on the subjects "Activation of Public Consciousness by Correction of Maintenance of Basic Concepts and Conceptual Changes" worth 15.9 million tenges are signed and "In the context of "The m әңгілік ate the prospects of demographic development of regions of Kazakhstan" on 20.1 million tenges. Besides, research work on the subject "Assessment of Appeal of the Agricultural Enterprises to Development and Implementation of the Project" which is financed by IP eternal country worth 1.5 million tenges is performed.

Scientific achievements and innovations are submitted for discussion in various scientific actions. So, in 2018 it is carried out 1 international conference, 13 scientific seminars from which 4 with participation of experts from the foreign and neighboring countries. Besides, 12 master classes and meetings at a round table on various hot topics are held.

In the second half of the year 2018-19 academic years the internal Competition on carrying out scientific research of TS at the expense of a grant of the Rector of the university was for the first time announced. By results of a competition 3 applicants from among skilled professors and associate professors of the university became owners of such grant.

Besides, the department of science and commercialization initiated opening of scientific and practical school "Analitik" and international laboratory of regional researches and city planning which co-director is professor of Higher School of Economics National Research University (Moscow) I. Ilyina. Within work of data of structures two scientific projects of grant financing of Ministry of education and

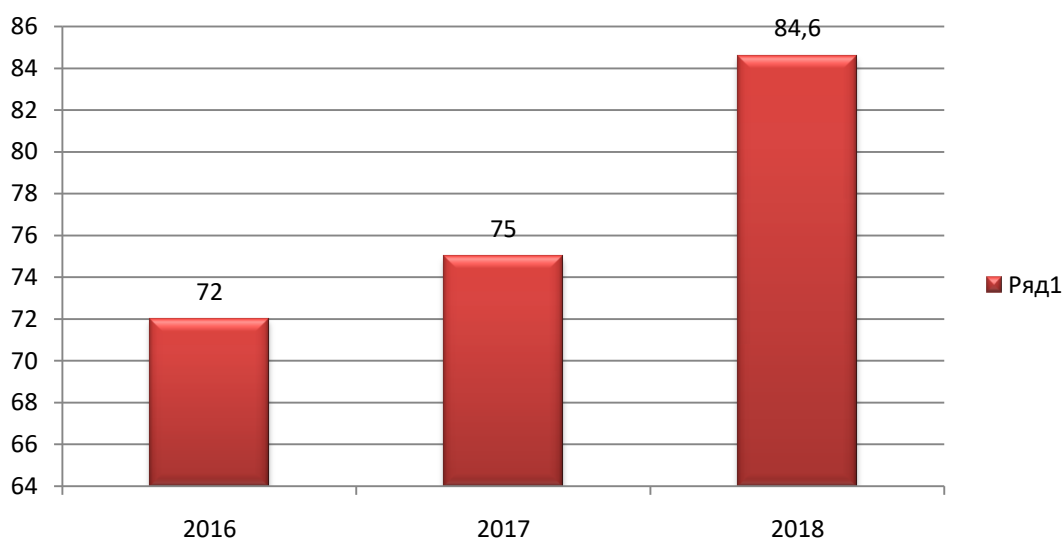
science RK are carried out, courses trainings for TS are carried out, monographs are published, students are involved in scientific work, contacts with partners are come.

3.3 Forecast of trends of change of labor market for the needs for shots

Now we observe transformation of our civilization, in the world there are huge changes, new risks and new opportunities appear. The president of the country N.A. Nazarbayev in the performance at the XI Astana economic forum listed five megatrends of development of the modern world which includes transformation of global labor market, demanding reforming of education which means transition from practice of transfer of knowledge to formation of skills of creative thinking, to ability to find the necessary information and to truly use it. Speed of technical progress demands from the modern person of mental mobility, readiness to master new professions, to study continuously. There is no former stability in labor market any more and will not be. According to forecasts of experts in blizhashy 10-12 years in the world of work from 400 to 800 million people will lose and their jobs will be replaced by robots, about one hundred specialties will disappear and about two hundred new will appear. Therefore perhaps it is time also to us, to the universities to build new strategy in training.

One of the main objectives of TAU university is assistance to employment of graduates, to give the chance to graduates to obtain objective, timely and relevant information about labor market, vacancies, to promote definition to graduates of base of practice in the specialty with prospect on further employment.

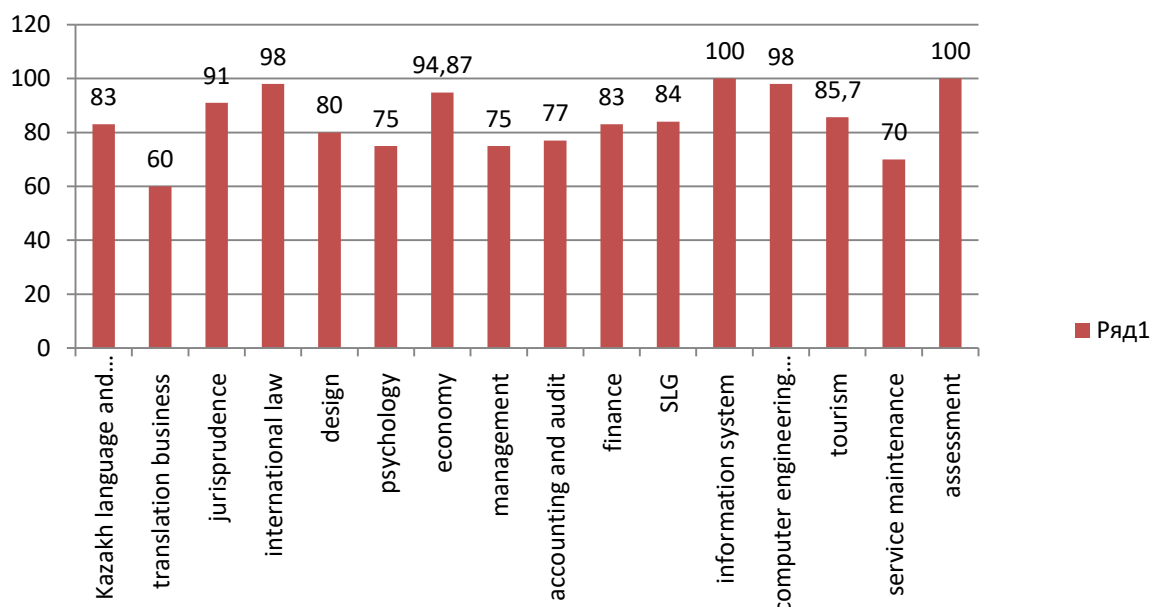
We carried out the analysis of employment of graduates of the university for 2016-2018.



So, the analysis showed that the level of employment of graduates in 2016 was-71.92%, 2017 - 75.21%, in 2018 – 84.6%. In general the tendency to growth is

observed if in 2017 growth was 3%, then in 2018 already 10% in comparison with last year.

Indicators of employment of graduates of TAU during 2018 in OP (bachelor degree)



On the basis of this drawing it is visible that graduates on specialties:

"Information systems", "Assessment", "International law", "VTPO" are employed - 100 - 98% the best result show specialties (97-80%), "Economy", "Law", "Tourism", "GMU", "KYaL", "Finance" and Design.

If to consider unemployment of graduates from a position of a field of activity, then a picture following.

№	Field of Activity Share	%
1	Financial organizations	21,2
2	National companies	7
3	Public institutions	34
4	International companies	0,5
5	On	18,2
6	Continue training	3,7
7	In job searches	15,4

Apparently from the table, 34% of our graduates work in various public institutions, 21.2% work in the financial organizations and only 18.2% are engaged in own business. In the long term about 60% are planned to finish a share of the graduates occupied with own business.

In the near future under the influence of technological revolution and other factors of the external environment other labor market where many present professions will disappear from labor market will be created, there will be new,

other type of activity will be demanded qualitatively. Experts describe the next decades, using VUCA abbreviation - volatility (instability), uncertainty (uncertainty), complexity (complexity) and ambiguity (ambiguity). In VUCA world concrete knowledge will promptly lose relevance, to become outdated in this connection, the person has to be ready to study during all life and to replace several fields of activity and professions. Here so-called metacompetences (softskills) begin to play an important role: flexibility, creativity, critical thinking, communicative skills and others. These metacompetences in many respects are also a basis of enterprise thinking. Then the expert irrespective of traditional "cutting" of the directions and specialties has to have. Just, experts of such plan are trained now by the enterprise universities which come to the forefront in the higher education system now.

In understanding of many, the enterprise university has to train businessmen. It is one of popular beliefs, as well as, the fact that enterprise thinking can be useful only in business. Modern broad approach to definition of business sounds as the activity aimed at finding opportunities outside the available resources. Proceeding from it, enterprise thinking is necessary not only for businessmen, businessmen, but also for hired workers, government employees, public figures and many others. In general, the probability of outcomes in which the enterprise type of thinking and activity will be demanded is high. It will promote improving competitiveness of university graduates in labor market.

Researches of Harvard University show that 85% of success of the worker depend on so-called flexible skills of the skills which are not connected with concrete subject domain the over professional which are responsible for high performance. More than 77% of heads of the foreign large companies consider that personal skills are already not less important, than professional skills. If for hard skills there are confirming certificates and diplomas that the employee has necessary professional skills, then it is much more difficult to prove their existence to Soft skills.

There came time when for the rest of life it is already more one profession not enough. For example, in Sweden study 62% of adult population, in Germany – 42%, in Russia – 15%. All flexible skills stated above correlate with spiritual development program existing in the republic and quite used in the conditions of expansion of the academic and administrative independence of higher education institutions. Work in this direction will be continued.

4. Vision of the Program

As a result of implementation of the Program of development of TAU university will present itself at education market in the sphere of the higher education the modern competitive university of innovative and enterprise type with the contingent studying more than four thousand people. The number of the created small innovative backs of the companies will be not less than 5, and a share of income from business, innovative and scientific activity not less than 15%.

In structure of the contingent of the foreign students studying a share will make not less than 10%, and the share of students of the final years which are engaged in business will reach 60%.

All educational programs of TAU university will be captured by additional programs of minor for business and business.

5. Program mission

Mission of the program of development of TAU university is training of the innovative conceiving, competitive experts capable to make positive changes to the sphere of the professional activity.

TAU university is aimed at training of a new formation with enterprise thinking for branches of national economy.

6. Strategic block of the Program of development TAU university:

6.1 The place and a role of TAU university in the system of the higher and postgraduate education of Kazakhstan

The Turan Astana university with the corporate brand "TAU university" is structural unit of educational corporation "Turan" which part in Astana the Turan college and the International professional academy "Turan Pro" are.

Now TAU university is the large, modern education, scientific, educational and cultural center in the republic which is carrying out training on specialties of education is right, to social sciences and business, natural, humanitarian specialties.

The chronology of important events of the university looks as follows:

1998 – opening of branch of the Turan university in the city of Astana.

2004 – transformation of branch of the Turan university to independent institution "the Turan Astana University.

2007 – entry of the university into the structure of educational corporation "Turan" with a full cycle of training.

2018 – corporate branding of the university in TAU university.

TAU university renders educational services in 16 specialties of a bachelor degree, 10 specialties of a magistracy and 1 specialty of doctoral studies. Now 2574 people study. The faculty for the beginning of March, 2019 made 123 teachers from whom 120 people are regular and 3 part-time workers. Qualitative structure made 17 doctors of science, 46 candidates of science, 3 PhD, 48 masters and 9 experts, 10 professors and 19 associate professors.

In 20 years of the existence of TAU university produced more than 15 thousand experts whose most work in public institutions on labor market. The indicator of employment of graduates in the first year after the termination of the university on average is 75%. TAU university is socially oriented higher education institution which one of priorities in the activity puts rendering social support to students and employees. So, in 2017-18 academic year the social help in a type of

privileges on payment for training and payments of scholarships is rendered to students on the sum of 49 million tenges. In 2018-19 academic year privileges in the form of discounts on payment for training in the amount of 10 up to 70% were provided to more than 200 students of the university as rendering social support.

According to results of ranging of higher education institutions on the most successfully implemented educational programs of a bachelor degree and magistracy of the Center of Bologna Process and the academic mobility of Ministry of education and science TAU university indicators in the general rating and ranging of educational programs have not only quantitative, but also qualitative dynamics of growth.

The analysis "The rating of the best higher education institutions of Kazakhstan" on IQAA showed positive dynamics of development of TAU university. So, in 2012 the university took the 14th place, in 2013 – the 13th place, in 2014 – the 12th place, in 2015 – the 6th place, 2016 – 8 place, 2017 – 7 place, 2018 – 7 place.

In the Independent rating of higher education institutions of RK in the directions and levels of training of experts which is carried out by the Independent agency of accreditation and rating, TAU university entered "TOP-20", having taken the 16th place in 2018.

By results of the rating of educational programs of National chamber of businessmen of RK "Atameken" with involvement of experts educational programs of the university in 2018 took worthy places among higher education institutions of RK.

№	Baccalaureate	Place / number of participants
1	5B070300 – Informationsystems	32 / 66
2	5B070400 – KES	29 / 53
3	5B050900 – Finance	44 / 81
4	5B050800 – Account and audit	19 / 73
5	5B050600 – Economy	45 / 77
6	5B011700 – Kazakh and literature	34 / 51
7	5B050700 – Management	15 / 53
8	5B090800 – Assessment	11 / 13
9	5B020700 – Translationbusiness	26 / 40
10	5B090200 – Tourism	21 / 40
11	5B050300 – Psychology	30 / 31
12	5B030200 – Internationallaw	8 / 12

In 2018 TAU university underwent institutional accreditation for a period of 5 years till 2023, besides there are certificates on passing of specialized accreditation according to all educational programs.

6.2 Academic policy

The academic strategy of TAU university is directed to realization of studentooriyentirovanny training and improvement of quality of education.

In the course of the organization of training TAU university places emphasis on active training, but not passive. The accent is put on critical and analytical studying and understanding, on increase in responsibility and accountability from students. Conditions for providing the raised autonomy of students, interdependence of the teacher and the student, mutual respect in the relations between students and the teacher are created. Reflexive approach to educational process from the teacher and students is provided. The tools allowing students to save up the credits when training in higher education institution are provided. For increase in transparency of results of training and processes of training all conditions are created, the antiplagiacyjny Strikeplagiarism system (Poland) is started. The principle of process of training of TAU university is the academic honesty which realization one of the main directions of the academic strategy. The principles of the academic honesty, provided in the academic strategy, are:

- 1) the conscientiousness is an honest, decent performance students of the estimated and not estimated types of studies;
- 2) implementation of protection of the rights of the author and his successors – recognition of authorship and protection of the works which are subject of copyright by means of the correct transfer of someone else's speech, thoughts and the indication of sources of information in the estimated works;
- 3) openness – transparency, mutual trust, open exchange of information and the ideas between students and teachers;
- 4) respect of the rights and freedoms, students – the right of free expression of opinions and ideas;
- 5) equality – each student provides observance of rules of the academic honesty and equal responsibility for their violation.

The academic policy of the university provided support of flexible curricula and granting to students an opportunity to make own decisions in creation of the training that it also promotes increase in responsibility for own training.

The built academic policy in the conditions of transformation in the university of innovative and enterprise type allows to shift focus from the teacher to the student, and respectively from the fact that it is taught to what is studied. In new conditions the teacher becomes an assistant the facilitator where responsibility for training joint, and process of training is discussed. Students are considered as the personality – their experience, features, abilities of perception, interests and requirements is considered. In these conditions students "design" own contents by means of active training, a reflection, and also by means of researches and opening.

Besides, for improvement of quality of educational activity of TAU university creates the system of internal quality assurance based on the international standards and the managements for ensuring quality of education in the European space of the higher education (ESG).

Now all educational programs of TAU university are exposed to improvement according to new model of education – transition to the new educational technology providing development of activity unlike assimilation of the sum of knowledge. At all departments "TAU university" branches in the

institutions corresponding to a profile, the organizations and the enterprises opened. On occupations methods of design education where the student does useful, intelligent work are used, solves real problems from the sphere of future professional activity. The teacher creates such conditions when the student is not just information receiver, and on the contrary, it is a builder of own knowledge. In training the principles of transition from assimilation to generation of knowledge, the so-called CDIO standards are used (Conceive – conceive, – design Design, – realize Implement, – operate Operate).

6.3 Development of innovative potential and its achievement

The innovative capacity of the university reflecting resource and productive components of activity of a higher educational institution is a basis of successful cooperation with the enterprises of real and financial sectors of economy, and also effective participation in the state and international grants.

In the course of formation and development of innovative potential, the university stops being only scientific education center. It is transformed to the special educational and scientific and innovative complex interacting with innovative infrastructure in the form of scientific research institute, developmental productions, design offices, scientific and the research and production centers, the centers of preparation and retraining of personnel, science and technology parks, the innovative and technological centers, business incubators, small and average of the innovative and knowledge-intensive enterprises and business owners.

Innovative capacity of the university is a backbone component of his educational environment. In this quality it has a certain set of characteristics. Its fundamental quality is the ability of professorial teaching staff of the university to continuously produce and reproduce in expanded scale new professional competences and vital meanings at the students, to form at them modern social values and skills of communication with the colleagues and partners.

Innovative capacity of the university is connected with special type of the identity of his employees and students. He assumes presence at them of the personal and professional qualities demanded by development of modern society. Innovative development demands from the professorial building of the university, from students of formation of absolutely certain set of personal characteristics, in particular: the deep need for changes and ability to leave from the power of traditions; creative thinking and ability to find the new ideas and to use them in scientific and educational process, in the practical sphere; pragmatism competences in development and use of adequate social mechanisms of achievement of new result; abilities it is system, predictive to approach selection, the organization of introduction and advance of concrete innovations; abilities to be guided in the conditions of uncertainty and to realize admissible degree of risk; readiness for overcoming constantly arising obstacles, etc. It corresponds to requirements of a modern century

The head of state N.A. Nazarbayev in the performance at opening of year of youth noted about need of involvement of students of final years in business.

"TAU university" in unison to an objective the head of state in the course of the transformation in the university of innovative and enterprise type actively takes the second year steps in this direction. So, at the university in 2017 student's business an incubator of "Startup Univer" which works in 8 various directions was started, involving in business projects more than 150 students. For so short lifetime, business the incubator already implemented such projects as development of board games for development of creative abilities of children with limited opportunities and the organization of their sales by students of specialty "Psychology"; development of excursion routes across Astana during the EXPO-2017 exhibition by students of specialty "Tourism"; opening of student's shop selling image products of "TAU university" students of economic specialties; providing printing services by students of specialty of graphic design and many others. More than 30 business trainings for residents and their teams where as trainers the leading domestic businessmen, the trainer and representatives of funds and chamber of businessmen acted are held. Improvement of educational process by new innovative forms of education, the attempt to develop practical skills of conducting business activity at students was the purpose of creation of such business incubator.

There is a statement that the science is a transformation of money into knowledge, and innovations – transformation of this knowledge into big money, but the problem in higher education institutions is that new knowledge does not turn into innovations. In "TAU university" just we try to solve this problem. For this purpose at the university the whole infrastructure of innovative works is created, more than 35 scientific and educational laboratories, specialized offices from which 4 were open only for last year, such as laboratory of electronics and robotics, language laboratory "I-lab", laboratory of psychodiagnostics and office of graphic design function. For teachers actively pursuing science at the university comfortable conditions are created. Volumes of an academic load are reduced, scientific grants for performance of search researches and support of printing activity to 5 million tenges are allocated. At the university it is planned to enter positions of the teacher of the researcher and the businessman's teacher.

6.4 Commercialization of scientific and technical developments

TAU university belongs to the category of the universities of a humanitarian and economic profile at which results of scientific research are generally presented in the form of social innovations. It is known that the purpose of social innovations is creating favorable conditions for development of society, through educational activity, leisure, tourism, information and educational activity, development of territories and others.

So, for example, social problems are aging of the population, migration, health, environmental problems, the social conflicts and others. In this regard, modeling of social processes, forecasting of social structure of the region (the cities, families, persons), creation of new cultural forms are relevant. Rules, the ideas, legislative rules, the social movement, mediation or a combination listed can

be results of social innovations. Scientific developments of the faculty of the university are carried out in the social and humanitarian, economic, legal directions and also design, service and tourism. From technical only the direction of information technologies is captured.

The process of implementation of scientific knowledge traditionally at the university was carried out in a look the hozdogovornykh of research, grant financing of Ministry of education and science RK, etc. Scientists are invited for the solution of a narrow social or production problem.

If earlier at the university poorly imagined process of commercialization of developments, then today, with opening business of an incubator, it schematically is represented as follows:

- execution of the project in the form of the business plan for participation in competitions.
- drawing up advertizing materials for participation in exhibitions, conferences.
- protection of intellectual property.
- selection of team, its training for implementation of the project.
- search of the investor for financing of research work.
- creation of commercial structure.
- production and mailing of advertizing product samples on the enterprises.
- search of the investor in financing of developmental work.
- search of manufacturers of components of products in the project.
- search of the enterprises, the organization and participation in the competitive auction for production of serial lots of products for the enterprises.

The business incubator of "Startup Univer" is the center of innovations TAU university. Students have an opportunity to attend master classes, trainings on a grant basis, thereby getting additional education, improving the competences and developing skills of business activity. Visiting business incubator, residents receive the help in search of dynamic business models and also full support of projects - from the original idea to its embodiment in life. Close ties are shown in cooperation with DAMU fund, with National chamber of businessmen of Atameken, with science and technology park of Astana Hub, etc.

For development of enterprise thinking our residents actively participate in various innovative, enterprise forums along with the acting businessmen, investors. For them coaches, the global trainer act.

Work of business incubator takes place in close cooperation with teachers of departments of the university. Active work is carried out among first-year students on training in business bases, within discipline "The creative project", the university provided for students of all specialties. Students prepare various a startup projects which can be implemented also in the university. The startup projects as recording studio, a photographic studio, the project "Hostel", coffee devices in warm stops of Astana, creation of the psychological center of meditation and others are implemented such. From these projects before creation of the small innovative enterprise only one step. For working hours of business incubator already 5 students were registered as the individual entrepreneur.

7. Ways of achievement of a goal of the Program

Implementation of the Program about five main directions which will promote achievement of a main objective – transformation in the university of innovative and enterprise type will be carried out.

1) Transformation of the internal environment:

Within this direction problems with providing the contingent of the normative legal acts of Ministry of education and science RK studying requirements will be solved. Improvement of marketing activity of the university by creation of design office on transformation of the university will be a priority task. Ensuring growth of the contingent of students by 1.5 times by 2022 will be possible at the correct forming of work of a reception campaign with use of modern marketing tools, the marketing analysis and a research of education market, the correct price and advertizing policy. Opening of new educational programs will also influence these indicators.

Reengineering of internal business processes demands constant improvement in connection with continuous increase in level of informatization and digitalization of the university. For the last two academic years in this direction many indicators therefore internal processes are rather optimized that will facilitate their further improvement are reached. Much attention will be paid to respect for the principles of the academic honesty. Performance of all these tasks has to promote the entry of the university into League of the academic honesty in 2021.

Much attention will be paid to personnel policy as success of all transformation depends on the necessary shots. Growth of a share of TS with academic degrees is planned to be reached by development of the effective program of attraction and adaptation of shots, planning of social packages and also the system of their motivation and stimulation. Personnel training also is priority therefore training of managers and TS in enterprise skills who will act as translators of the ideas of transformation that will promote formation of enterprise thinking and culture at the university is planned.

2) Initiation of new types of activity:

The enterprise university needs new balance between science, education and an innovation. The innovation and design focus should penetrate both education, and scientific research. There will be a change of an image of professionalism. The cross-disciplinary command style of work is approved. In scientific research emphasis will be placed, first of all, on application studies and production of innovations. On the advanced plan the effectiveness of work of business incubator of "Startup Univer" of the university will be put. Building of enterprise culture at the university should provide growth of a share of students to 15% participating in business projects and innovation business activity of the university. Work on implementation of the program of stimulation scientific publications in foreign rating logs and scientific research of TS of the university by selection of internal rectorial grants at the rate to 5 million tenges will be continued. Transformation of new knowledge into innovations and further their commercialization will be a

priority task of the university. Innovations will turn into startups and the small innovation enterprises which by application of back technologies will create new sources of income. The number of teachers-researchers and professors-businessmen will increase, and a share of the studying final years which are engaged in business by 2022 should be 60%. New knowledge of researchers will have to develop also into monographs, textbooks and manuals. All this should lead to growth of copyright certificates, patents, grants of scientific competitions of Ministry of education and science RK and the hozdogovornykh of research.

3) Modification of interaction with the external environment:

The enterprise university modifies interaction with the external environment, including also international relations. The variety of relationship of the university with partners needs to be considered through a principle prism of "A threefold spiral" - business, the power, the university. The university should influence the external environment thanks to two factors: to innovation intellectual potential and enterprise initiative (creative TS and students). The main way of development of the university – to learn to integrate with strategic partners – the universities, technological frameworks, the innovation territories, clusters, the power, the state corporations and to satisfy mutual expectations.

It is necessary to carry out search of strategic partners in the local and global world. It is not necessary to wait until they come, and to offer cooperation. In this question we need to be irreplaceable. It is necessary to begin to create the new culture of relationship with partners. Important also (won-won) application of strategy of "win-win" at cooperation.

In adjustment of external relations it is necessary to be guided by such institutional conversions in the higher education as "the higher education without borders" (training abroad), "open education" (training without the academic requirements of online to a basis), "the concept of network training" (use of ICT on ideology of open education) and others.

It is necessary to conduct dialogue concerning the status and autonomy, the state grants, the academic mobility of TS and students with the government, invitations of foreign scientists and to discuss problems of taxation, crediting, leasing, etc.

Implementation of joint programs and initiatives in the region it is also important. TS and students should have ideas of trends of development of business in the city of Astana and the Akmola region. It is necessary to create own design strategy in the region.

On a system basis it is necessary to conduct search of investments on developments of TS and students and grants on training, scientific research and holding actions. Ministry of education and science RK competitions, fund "DAMU" and other industry unions of businessmen, city akimat also matters. It is necessary to learn to own skills and technologies of attraction of financial resources from potential investors. Increase design culture, make business plans and the feasibility study for commercial projects.

Activation of the international activity will be made: invitation of the leading foreign scientists; creation of the international scientific centers; involvement of

foreign students, undergraduates and doctoral candidates; creation at the university of the comfortable international environment of training and communication; lift to higher level knowledge personnel and students of the university of professional English.

4) Diversification of financial base:

Not less important task is diversification of financial base of the university which on a case of temporary difficulties or system decrease in profitability of one segment of activity have to keep afloat all system or compensate losses in the area experiencing recession.

The university of enterprise type cannot depend only on income of the rendered educational services therefore has to have the multichannel system of financing of the activity. The following potential sources of financing are considered by us: realization of educational services; edition and realization of educational and methodical literature; attraction of financial resources from business through joint commercial projects; receipts from implementation of regional orders; state orders; graduates; fundraising (involvement of the sponsor, investor, grantmaking organization, patron or donor), endowment fund.

5) Development of enterprisecultures:

The university will form internal enterprise culture which develops at the expense of own initiative. A starting point is modernization of consciousness of collective, that is it is necessary "to begin to think differently". An exit for limits of usual thinking is required. The problem of formation of innovative and enterprise thinking will equally face both students, and personnel. The idea of business and innovations will turn into a special etos, culture penetrating everyone and everything at the university. Formation of new academic culture is planned. It is necessary to broadcast new logic: "the initiative worker – the excellent worker". Teachers have to become super activists whose activity has to "light" activity of students.

Mass employment of graduates and their successful career advance – one of the main indicators of activity of the university. The university is faced by a problem of formation of "soft skills" at students of Soft skills – leadership, creativity, self-management, orientation to result, participation, commitment, contractual capacity, learning ability, commitment, involvement, etc. Creation of club space for intellectuals is the priority direction which will be implemented through the organization of informal meetings with successful businessmen, venture cafe for a meeting "without ties", reverent attitude to sponsors, placement of memorable plates with names of donators and others.

8. The description of the expected results of implementation of the Program

As a result of implementation of the Program activity of TAU university will gain systemically the created innovative and enterprise orientation that will provide complex training of the competitive experts with the higher and postgraduate education meeting the modern requirements of the social and economic

environment on the basis of integration of education, science, innovations, production and business.

Conditions for commercialization of results of scientific activity, risk management, expansion of a transfer of knowledge and technologies on the basis of development of business incubators, backs and a startup of the companies will be created. The activity and the involvement of TS in carrying out research and introduction of innovations will be considerably increased, science infrastructure will be modernized and also partnership with business at the national and international levels is significantly expanded. The environment and working conditions promoting formation of the new integrated enterprise culture, scientific keenness, critical thinking, innovations, creativity, collective decision-making and responsibility will be created. It will allow to increase a science contribution to development of economy, to create innovative and enterprise orientation of the university, to increase a share of investment income by results of business, innovative and scientific activity from gross revenue of the university and also to increase the number of the commercialized innovative projects. The principles of corporate management by the university on the basis of effective management and business planning within stage-by-stage realization of the academic, administrative and financial autonomy of higher education institution will gain further development. The transparency of activity of the university and accountability before the public will be provided.

9. Target indicators of the Program of development TAU university

№ п/п	Target indicators	Unit rev.	In the planning period, year			
			2019	2020	2021	2022
1. Transformation of the internal environment of the university						
1	Total contingent of students at the university	Pl.	2700	3200	3700	4200
2	TS share with academic degrees	%	50	55	60	65
3	Reengineering of internal business processes	%	50	70	85	100
4	New educational programs	Un.	-	3	5	10
5	Annual growth of the salary of TS	%	10	15	20	25
6	National HAOKO rating among higher education institutions of a social and humanitarian profile	место	6	5	4	3
7	Accession to League of the academic honesty	-,+	-	-	+	+
8	Professional development of heads of structural divisions and TS in the field of the business planning focused on result	Pl.	7	14	20	30
2. Initiation of new types of activity						
9	Share of the students participating in business projects and innovative business activity	%	5	7	10	15
10	Number of copyright certificates and patents	Un.	5	10	15	20
11	The number of publications in foreign rating magazines	Un.	20	25	30	35
12	The number of the published textbooks, manuals and monographs	Un.	40	45	50	55

№ п/п	Target indicators	Unit rev.	In the planning period, year			
			2019	2020	2021	2022
13	The number of the projects participating in MAUN RK'S competitions on grant financing	Un.	3	5	10	15
14	Quantity on the basis of the contract of projects	Un.	-	7	14	21
15	Quantity of the startups grown in business incubator of the university	Un.	3	5	7	10
16	Creation of the small innovative companies on technology of "backs"	Un.	-	1	1	3
17	Share of the studying final years which are engaged in business	%	15	30	45	60
18	Number of teachers-researchers	Pl.	3	7	10	14
19	Investments into development of infrastructure of innovative works	Mln. tg	50	75	100	150
3. Initiation of new types of activity						
20	Number of the international strategic partners of the university	Un.	3	5	7	10
21	Share of foreign citizens from the total number of students at the university	%	3	5	7	10
22	Number of the international scientific centers, schools or laboratories	Un.	1	2	3	4
23	The number of the invited foreign scientists	Pl.	8	10	12	15
24	The number of students according to programs of the academic mobility in foreign higher education institutions	Pl.	7	9	10	15
25	Share of the state grants and orders studying at a basis	%	4	6	8	10
26	The number of educational programs in English	Un.	1	2	3	4
27	Number of joint and two-degree educational programs	Un.	1	2	3	4
28	TS share with knowledge of English with existence of the certificate of IELTS	%	10	15	20	25
29	Share of students with knowledge of English with existence of the certificate of IELTS	%	20	30	40	50
30	The number of the projects implemented together with local executive power, funds, etc.	Un.	2	3	5	10
31	The number of listeners from foreign countries according to the Foundation program	Pl.	5	15	20	30
32	The number of the international organizations which member is the university	Un.	2	3	4	5
33	Quantity of the online courses mastered by students and undergraduates through the training Massive Open Online Courses (MOOC) platform	Pl.	2	5	10	15
34	The number of students and undergraduates of the projects Enactus, Erasmus which were taking part in the international programs, etc.	Pl.	5	10	15	20
4. Diversification of financial base						
35	Share of investment income by results of enterprise, innovative and	%	2	5	10	15
36	Scientific activity	%	0,25	1	2	3

№ п/п	Target indicators	Unit rev.	In the planning period, year			
			2019	2020	2021	2022
37	Share of income from the edition and realization of educational and methodical literature	%	0,25	2	4	6
38	Share of income from graduates of the university	%	-	-	5	10
5. Development of enterprise culture						
39	The number of the actions directed to formation of enterprise thinking at TS and students	Un.	50	70	100	150
40	Coverage of a system of development in students of Soft skills	%	30	50	70	100

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