Development Strategy of Almaty Management University 2030

Challenges - 2022

Global

Complex geopolitical situation in the world

High speed and growth of information flows

Global shifts in the labor market (growth of flexible forms of employment, emergence of new industries and markets, new requirements for competencies and skills of graduates)

The expanding field of application of technology in education

National

Increased social tension in society (increase in unemployment, gap in social inequality)

Deterioration of economic development due to the indirect impact of the sanctions (rising prices, high inflation, devaluation, budget deficit)

Increasing competition in the education market (non-educational institutions as new players)

Strengthening state regulation of the higher education system (changing licensing requirements, recognizing online education as a separate form)

Declining quality of education/teaching

AlmaU challenges

Insufficient digitalization of educational and business processes

Discrepancy between the scientific potential of the university and the challenges of the time

Narrow profile of university educational programs

Poor involvement of Faculty and Administrative and managerial personnel (AMP) of the linear level in implementation of the University Strategy

Vision

AlmaU is a global recognized comprehensive university with a broad development profile for people aspiring to the sustainable development of society

Mission

We make the world a better place through the development of education, research and entrepreneurship

Leadership

We strive to be leaders of change, demonstrate entrepreneurial thinking and culture, and manage our own development.

Entrepreneurial

We are actively developing the idea of entrepreneurship as a driving force for the growth of the economy, science and public life through the dissemination of entrepreneurial thinking

Integrity

We are committed to honesty as the basis for building open relationships between people, and in all our activities we observe the ethical principles of fairness, transparency and integrity

Sustainable

We contribute to the life of society through education, the multiplication of traditions, the enhancement of a civic position of young people based on the principles of thrift and equality of development opportunities

Responsibility

We fulfill our commitments and consistently achieve our goals, guided by the principles and norms of professional ethics, work under the principle of "Win-Win-Win" to ensure the synergetic success of the university, business and the state

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AlmaU - comprehensive university

Multi academic environment-synergy of academic, research and entrepreneurial activities due to the diversity of academic cultures and multiculturalism of students and faculty

Criteria		2022	2025	2030
Internationalization of the university	Students	4 860	9 500	18 000
	Online	400	3 000	8 000
	Foreign students	5%	7%	10%
	Faculty	244	475	900

Training areas in accordance with WUR QS rating (Bachelor's, Master's degree):

✓ **Business & Management, Social Sciences** ✓ (2022)

✓ **Life sciences and Medicine: Psychology, Medicine related studies, Health, healthcare** ✓ (2025)

✓ **Engineering: Computer science and information systems; Engineering management** ✓ (2025)

✓ **Arts and Humanities: Art and design; Urban planning.** ✓ (2025)

Language environment

Russian is an international language of communication (2022)

Equal use of 3 languages (Kazakh, Russian, English) (2030)

Academic diversity

A variety of specialties and areas of training (2025)

Research direction (2030)
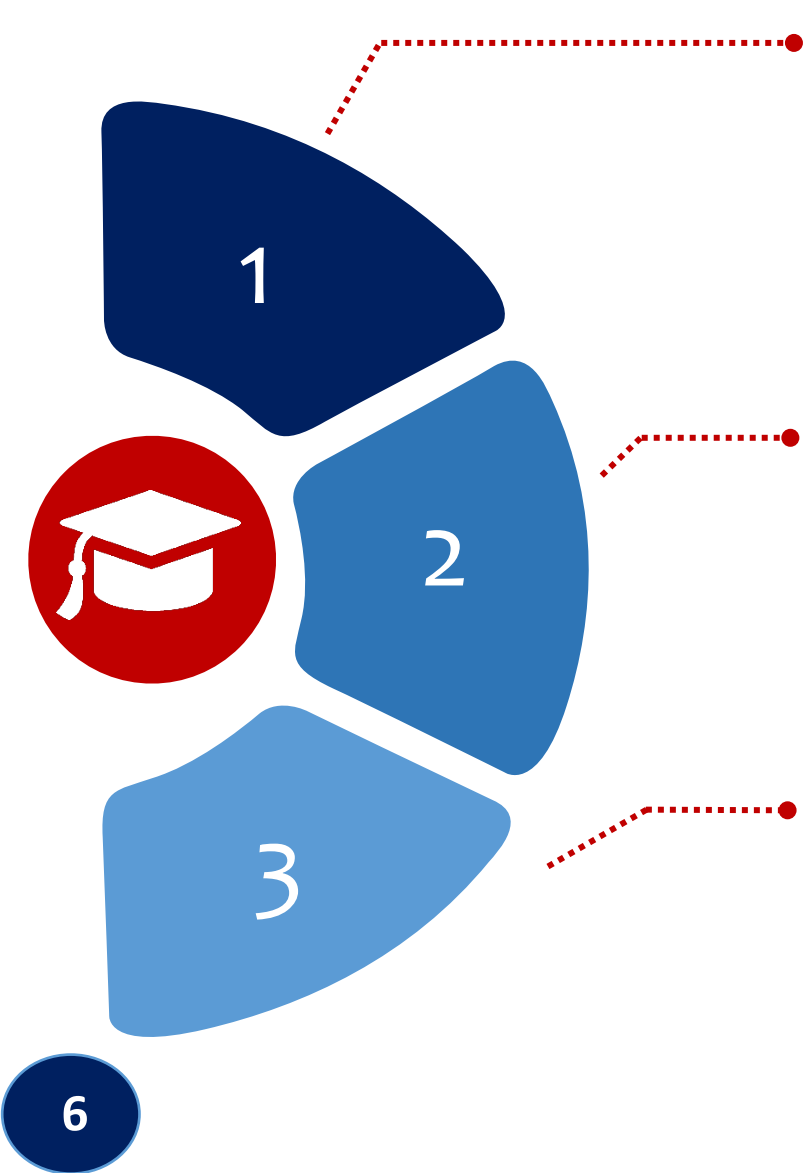
A new model of the educational ecosystem

- Education for a complex world/society
- Educational environment/technologies
- Self-managed education
- Glocal educational ecosystem
- Creating of an innovative and entrepreneurial ecosystem
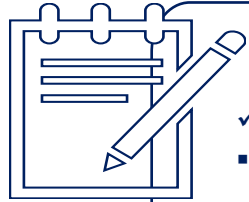
Institutional transformation

- New format of AlmaU schools
- Rebranding of AlmaU (Alma University)
- Digital transformation
- Campus Expansion

AlmaU Human capital development and corporate culture

- AlmaU Student is a lifelong partner
- AlmaU Corporate environment and culture
- AlmaU Human resource development
- AlmaU – LEARNING ORGANIZATION

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EDUCATION FOR A COMPLEX WORLD/ SOCIETY

- ✓ **Future skills as the basis of learning content.**
- ▪ 4-level skill model: contextual, cross-contextual, meta-skills, existential skills
- ✓ **Fundamental and universally relevant skills as the basis for building programs:**
  - 1) Cognitive;
  - 2) Technical and digital;
  - 3) Socio-economic and cultural;
  - 4) "Green" and related to universal well-being
- ✓ **Education for sustainable development**

EDUCATIONAL ENVIRONMENT/ TECHNOLOGIES

- ✓ **A variety of places and ways to organize training**
- ▪ 25% of practice / dual training
- ▪ Industry-based school
- ▪ Expanding the geography of education through online education
- ✓ **Personalized training with EdTech support.**
- ▪ Accelerated integration of a hybrid learning format
- ▪ Innovative educational technologies
- ✓ **Training in the industry**
- ▪ Practice-oriented and project-oriented education
- ✓ **Bachelor's degree in 3 years of study**

SELF-MANAGED EDUCATION

- ✓ **Less teaching more learning:**
- ▪ self-education skills
- ✓ **Teacher's new role:** a facilitator, mentor, "role model" for "self-directed" learners
- ✓ **Lifelong education everywhere and always**
- ▪ Strengthening the student's educational potential
- ✓ Value-based and trust-based interaction with students: **student-partner**

GLOCAL EDUCATIONAL ECOSYSTEM

- ✓ **Integration into the global education system: Global content – the best available knowledge:**
- ▪ Global educational platforms, links (joint programs with ASU, other partners) and research initiatives
- ✓ **Local educational ecosystem**:
- ▪ Campus-Industry-City-Society
- ✓ **Strengthening the National component in the education and training program**:
- ▪ Fundamentals of Kazakh philosophy, theory of nomad leadership

Building of an innovative and entrepreneurial ecosystem
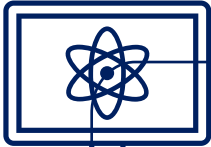
INTEGRATION OF SCIENCE WITH THE EDUCATIONAL PROCESS

- Implementation of educational program development practices based on the principle of learning through research
- Implementation of joint educational programs with research institutes and research universities
- Opening and functioning of dissertation councils at leading schools
- Strengthening scientific cooperation with Cintana Alliance and ASU
- Nurturing scientific personnel: a pool of young researchers at each school, the implementation of a postdoctoral program

AlmaU – GLOBALLY RECOGNIZED UNIVERSITY BY THE RESEARCH AND EXPERT COMMUNITY

- Development of AlmaU Press publishing house and its promotion in the academic and expert community
- AlmaU Review, a popular science magazine, which presents the opinions of leading experts and researchers on topical issues
- Creation of a "think tank" to provide analytical and expert services through the involvement of leading experts
- Entry of AlmaU research journal into international databases (Web of Science/Scopus) by 2030.
- Conducting annual scientific events

CREATING A RESEARCH ENVIRONMENT

- Formation of research schools and competence centers in priority areas
- Creating AlmaU Science Fund to finance the internal research grant program
- Establishing specialized laboratories (at least 2 in each School) in the field of social sciences, business, IT, humanities together with research institutes
- Strengthening laboratory logistics through grant funding
- The share of research and consulting projects at least 20% of the University's gross income

THE ENTREPRENEURIAL ECOSYSTEM

- Creation of a Center for commercialization of scientific developments
- Implementation of entrepreneurship as part of the educational process
- Formation of a network of entrepreneurship partnerships with the participation of foreign partners (Babson collaborative, The Cintana Alliance, etc.), as well as companies and organizations of Kazakhstan
- Creating a model of integration of education, research and industries at the Alatau Innovation park
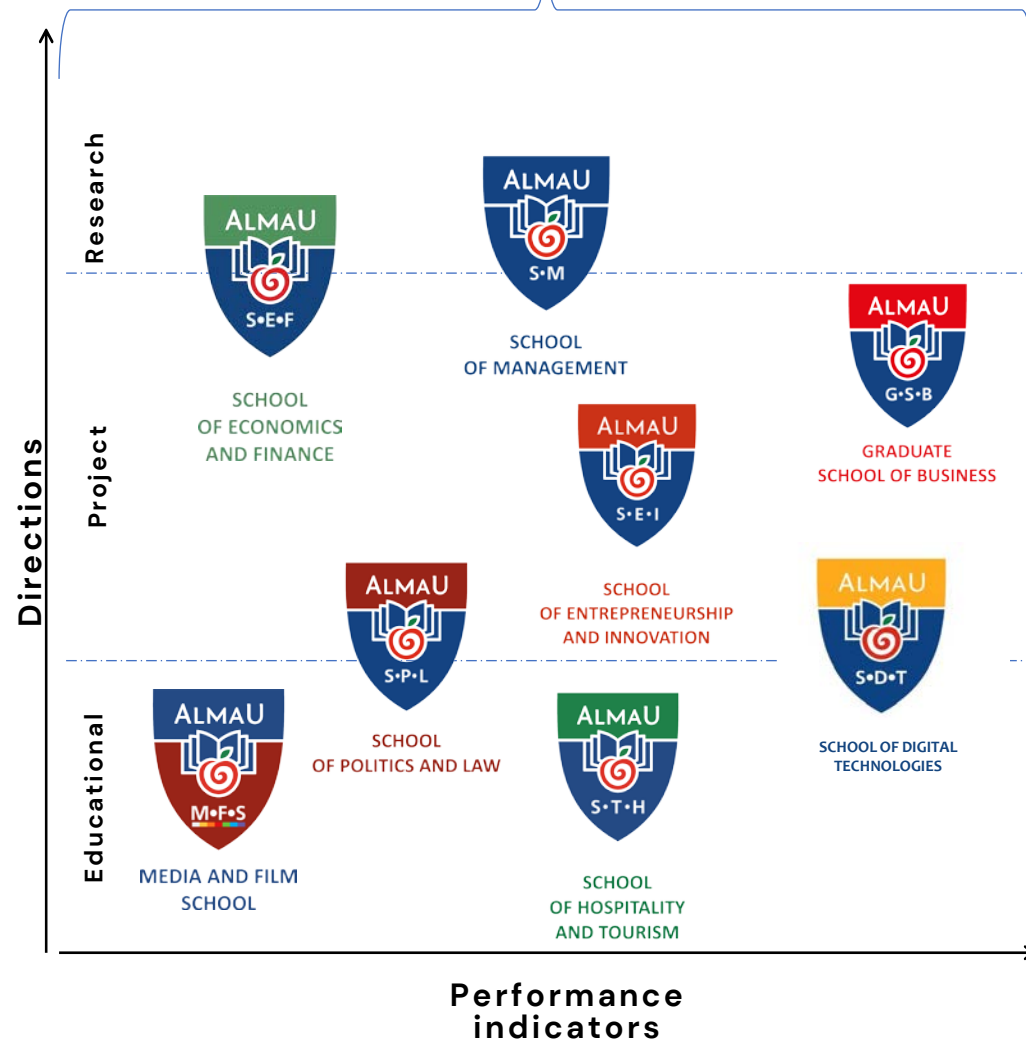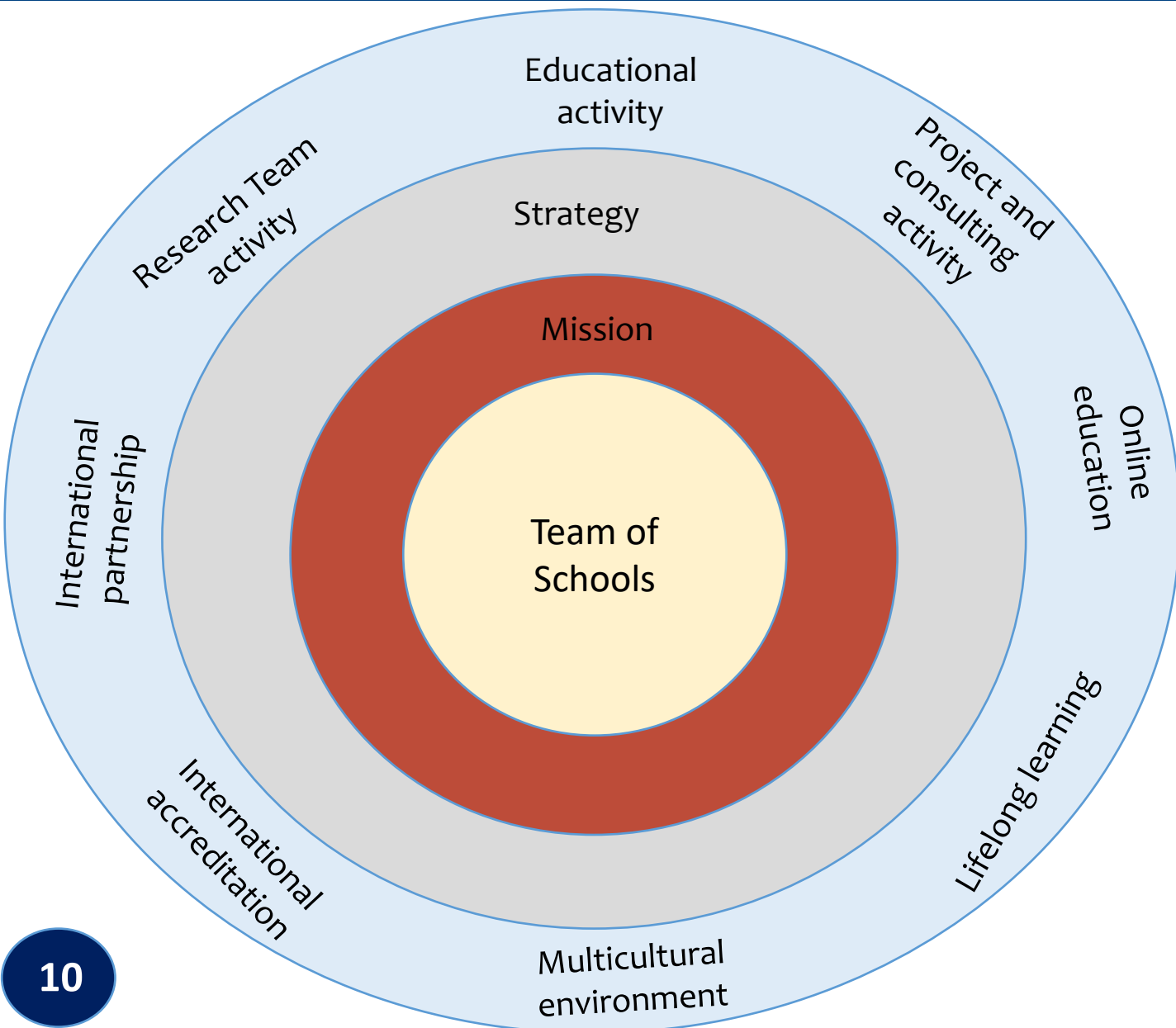
NEW AlmaU SCHOOL FORMAT - 2025

✓ Introduction of a Horizontal-cyclical organizational structure

▪ Model of distribution of responsibility and authority between the School and the University (umbrella brand of the University and the brand of Schools, network interaction of Schools with each other, creation of school teams and leaders)
▪ Reform of the budgeting system based on the principles of transparency, completeness, efficiency
▪ Creating a University development fund with a competitive distribution system
▪ Income diversification, scaling of educational products/technologies

✓ Creating new Schools and Centers at least 3 directions in 6 spheres and 2 WUR QS levels

Interaction between Schools and the University

Events	University	School
Educational programs	Development of new directions and Schools	Development, implementation and quality assurance of programs
Faculty/AMP	University model of corporate competencies	Recruitment and attraction
Budgeting	Approval of the general budget and formation of the University development budget	Responsibility for generating income and expenses (direct costs of program implementation)
Marketing	Strategic marketing and brand. Recruiting	Program and specialty positioning (operational marketing)
Resource support (campus, MTB, etc.)	Campus expansion and infrastructure improvements	Semantic content of the infrastructure

100% - projects and educational programs will become interdisciplinary by 2030.

Directions: Research / Project / Educational

Performance indicators

Schools:
- SCHOOL OF ECONOMICS AND FINANCE
- SCHOOL OF MANAGEMENT
- GRADUATE SCHOOL OF BUSINESS
- SCHOOL OF POLITICS AND LAW
- SCHOOL OF ENTREPRENEURSHIP AND INNOVATION
- SCHOOL OF DIGITAL TECHNOLOGIES
- MEDIA AND FILM SCHOOL
- SCHOOL OF HOSPITALITY AND TOURISM

Circular diagram labels:
- Team of Schools
- Mission
- Strategy
- Educational activity
- Research Team activity
- Project and consulting activity
- Online education
- Lifelong learning
- Multicultural environment
- International accreditation
- International partnership

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Almaty Management University is a world-class entrepreneurial, socially responsible university
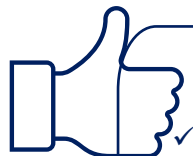
NEW POSITIONING of AlmaU

✓ **AlmaU powered by ASU**

Brand Characteristics:
- Quality higher education and entrepreneurial thinking
- Access to the world's best education through dual degree programs
- Opportunity to implement your ideas and build your dream career

REBRANDING AlmaU
✓ **AlmaU (Alma University)**
- Comprehensive World-class University in Central Asia
- Sustainable Development Goals

DIGITAL TRANSFORMATION

✓ **Smart University – a single digital platform**
- Unified database = Big Data = predictive analytics
- Digital University management
- SuperApp
- ERP (automation and efficiency of business processes)
- Digital workplace
- Cloud computing resources, virtual laboratories
- Digital profile of a lifelong learner

EXPANDING THE CAMPUS (DIGITAL AND TRADITIONAL)

✓ Sustainable development of the University
✓ "University in industry" (Schools and Centers)
✓ New campus on the territory of "Alatau" Innovation Park

AlmaU - on a single digital platform

AlmaU - on a mobile application for all participants in the educational market

AlmaU - one digital platform

2025   **2027**   **2030**

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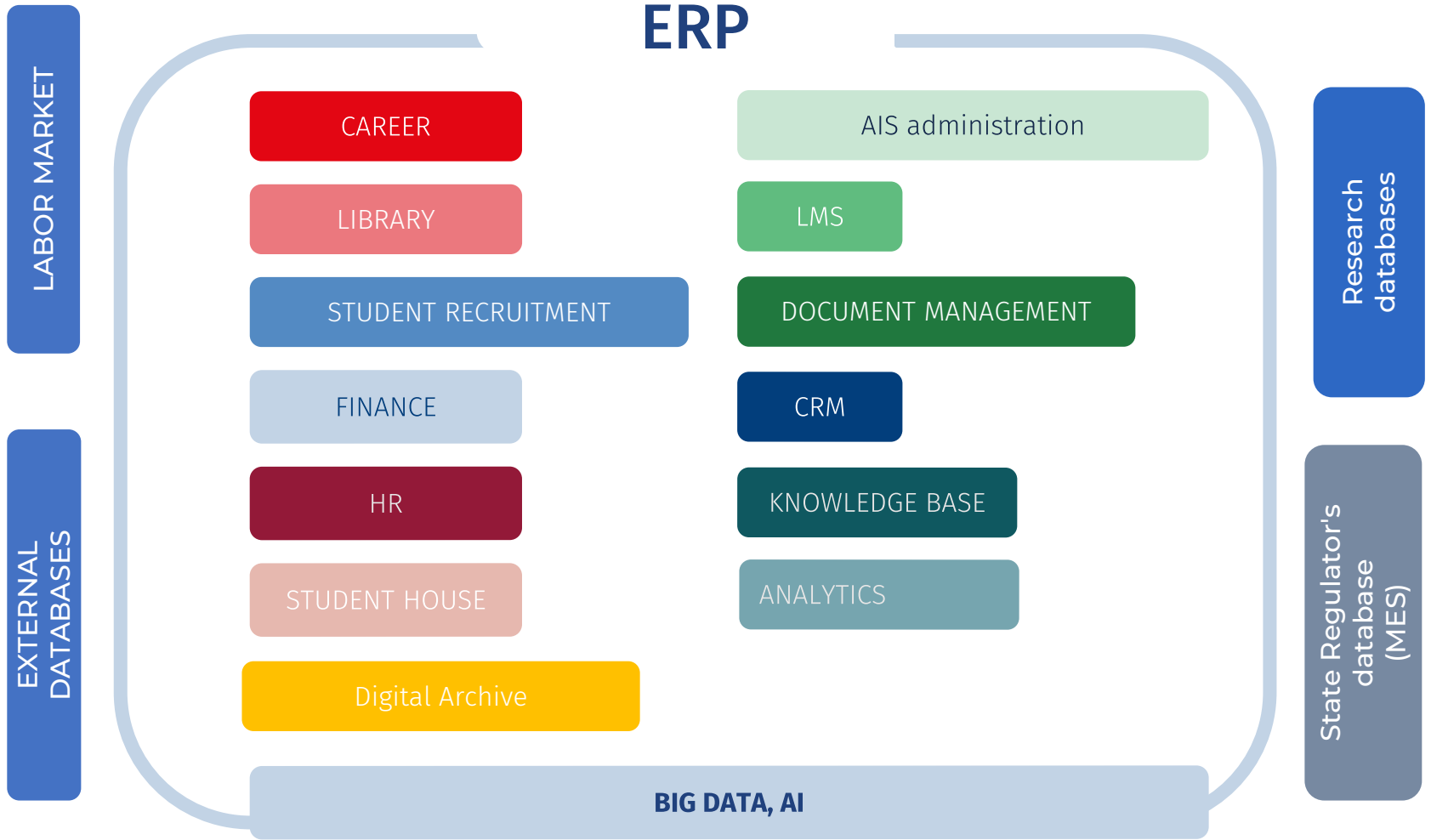
**ONE UNIVERSITY —
ONE DIGITAL PLATFORM**
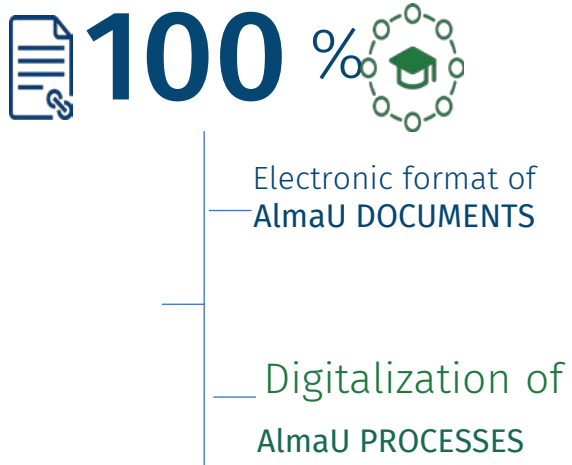
ERP

LABOR MARKET

EXTERNAL DATABASES

CAREER

LIBRARY

STUDENT RECRUITMENT

FINANCE

HR

STUDENT HOUSE

Digital Archive

AIS administration

LMS

DOCUMENT MANAGEMENT

CRM

KNOWLEDGE BASE

ANALYTICS

BIG DATA, AI

Research databases

State Regulator's database (MES)

100 %

Electronic format of AlmaU **DOCUMENTS**

Digitalization of AlmaU **PROCESSES**

AlmaU Student – LIFELONG PARTNER

- Inclusion of a student representative in the Rector's Office (Student Ambassador)
- AlmaU Student Government Culture
- Student Councils in Schools and the Academy of Self-management
- School of Student Initiatives
- Education through creating an environment and instilling the corporate spirit of the university
- AlmaU student's and Graduate's profile
- A graduate is an educational partner, career mentors, and research clients

HUMAN RESOURCE DEVELOPMENT

AlmaU – workplace of Best talent (best employees and faculty)

- Strengthening the HR brand - the best employer in the system
- The ideal model of an AlmaU Teacher's and Employee's Profile
- Attracting the best employees and teaching staff through the corporate competence model based on AlmaU values
- Reforming the motivation system for talent retention
- Multicultural and multinational environment
- Strengthening language training (focus on English and Kazakh)

AlmaU CORPORATE ENVIRONMENT AND CULTURE:

- Employee's "activation" based on the empowerment principle – "the right to act" in the business environment
- Entrepreneurship as part of the University's cultural code
- Culture of cooperation-partnership for the benefit of society
- Innovative culture (innovativeness in everything we do)

AlmaU – LEARNING ORGANIZATION

- The concept of a "self-learning" organization
- Development of personal, team and university-wide competitiveness
- Continuity of knowledge and formation of institutional memory of the university

Year-to-year results

2023
- **Life Sciences and Medicine: Psychology**
- **New format of AlmaU school**
- **AlmaU Press**
- **Online Education Studio**
- **AlmaU Science Development Fund**

2027
- AlmaU - University on the mobile app
- Entry of AlmaU research publications to international databases
- Establishing specialized laboratories - at least 2 in each School

2025
- 5 new areas of education (Business & Management, Social Sciences, Life sciences and Medicine, Engineering management, Arts and Humanities)
- AlmaU — on a single digital platform
- AlmaU - workplace of Best talent (best employees and faculty)
- Start of AlmaU Rebranding (Alma University) – until 2030

2022
- **Strengthening positioning of AlmaU powered by ASU - until 2025**

2030
- New campus
- AlmaU – globally recognized university by the research and expert community
- AlmaU – Learning Organization

Comprehensive global recognized university in Central Asia
18,000 agents of sustainable development of society
QS WUR Rating-top 1000 (at least 3 directions in 6 spheres and 2 WUR QS levels)

ALMA
ALMATY MANAGEMENT
UNIVERSITY
Powered by
Arizona State University

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Thank you for your attention!