



# ALMAU STRATEGY

2025 - 2028





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01



**MISSION  
VISION  
VALUES**



## MISSION

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

## VISION

A driver of higher education and a leader in educational innovations in the Central Asia +

## VALUES

- ❖ Leadership
- ❖ Entrepreneurship
- ❖ Integrity
- ❖ Sustainable development
- ❖ Responsibility

# MISSION VISION VALUES





02



**A NEW IMAGE  
OF THE UNIVERSITY**

**OUR PHILOSOPHY**



# IMAGE OF ALMAU BY 2028 AND PHILOSOPHY OF BUSINESS

- ❖ Entrepreneurial and Innovation university
- ❖ Urban university
- ❖ University for people and communities
- ❖ Interdisciplinary programs
- ❖ Global recognition through leadership in Central Asia +
- ❖ Contribution to the sustainable development of the region

**ENTREPRENEURSHIP**

**RESEARCH**

**EDUCATION**



# ALMAU – A UNIVERSITY WITHOUT BORDERS





# ALMAU – A UNIVERSITY LIVING IN THE RHYTHM AND TRADITIONS OF ALMATY

**AlmaU is an open platform for the collaborative development of cities, businesses and communities**

**We are building a university not within the city, but together with the city**

- AlmaU actively contributes to the urban environment, cultural policy and sustainable infrastructure
- The AlmaU campus is part of the urban ecosystem offering sports facilities, social infrastructure, cafés, catering and open spaces

**Business: partnership in education and development**

- The AlmaU campus and dormitories are developed in cooperation with the city and the private sector using models of rent, co-investment and partnerships
- Education through collaboration with businesses: offering dual formats, project-based and skills-based learning, as well as accelerating entrepreneurial initiatives of students and graduates

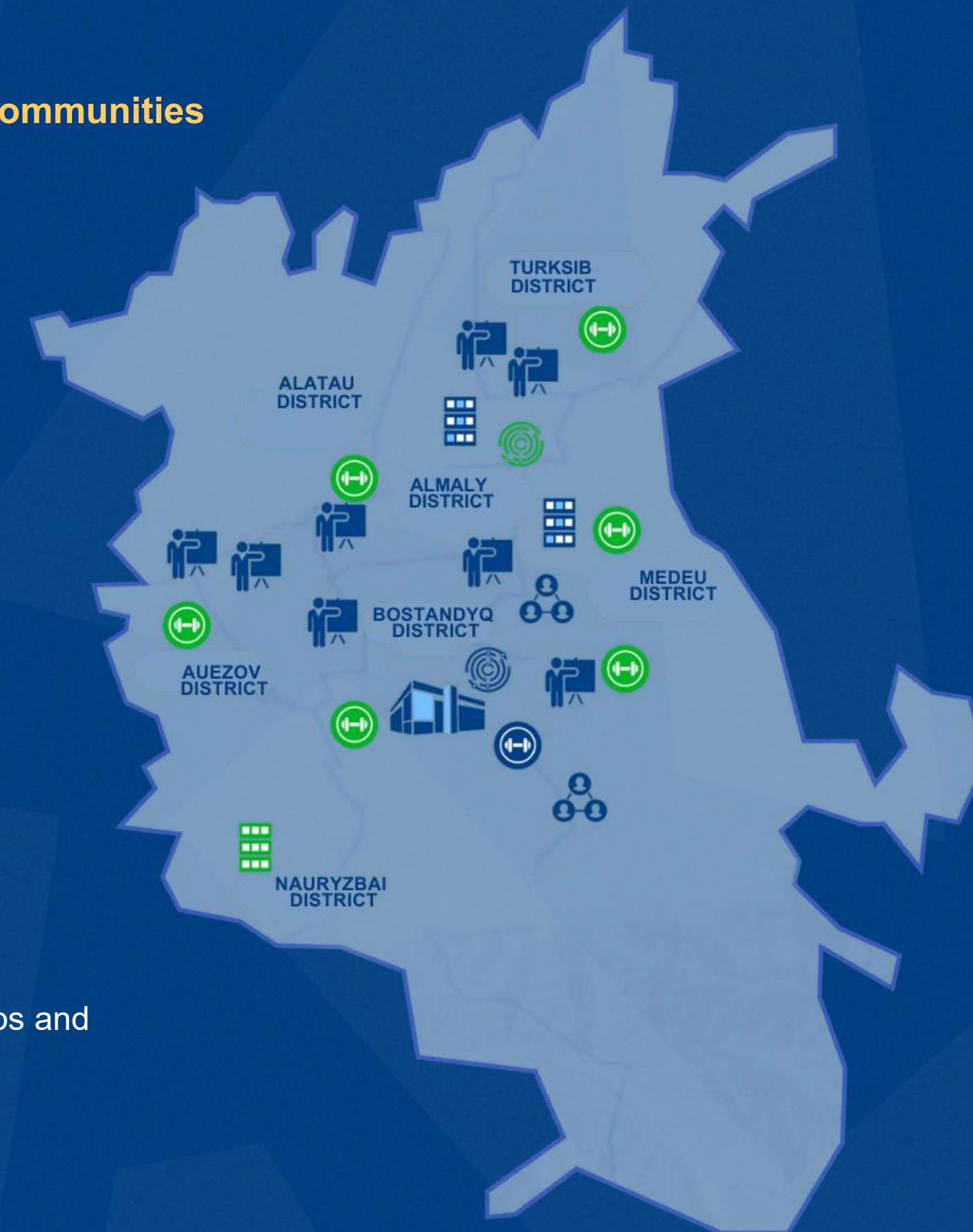
**The university is a platform for developing business and talent**

**Communities as an ecosystem of change**

- The university is open to the urban community and bottom-up initiatives
- It is a platform for dialogue and joint events, as well as urban initiatives such as an urban art hub, open lectures and discussions, and educational programmes both on and off campus (e.g. Qaynar Bulaq, Open Library and the new Art & Sport Zone)

**Partnerships: from local action to the regional scale of CA+**

- “School as a hub”: each school creates its own network of urban collaborations, business partnerships and international connections
- Growing projects that scale from the city to the region





# ALMAU - A UNIVERSITY GIVING IMPETUS TO REGIONAL DEVELOPMENT OF CA+

- The **strategy of entering** the markets of **Central Asia+** through MBA programs
- **Partner of educational and research projects** in the CA+ region  
(Rector's Club development, common discussion platforms, new research and academic initiatives for the region, integration, summer schools for students and faculty)

## AREAS OF DEVELOPMENT IN THE REGION



### KAZAKHSTAN



### CENTRAL ASIA +

#### Strengthening of representative offices:

- Astana
- Shymkent
- Atyrau
- Petropavlovsk
- Aktau
- Uralsk
- Kyzylorda

#### Representative offices:

- Tashkent, Uzbekistan

#### New representative offices:

- Bishkek, Kyrgyzstan
- Baku, Azerbaijan



**MBA – ALMAU outpost in the regions**



03



# EDUCATIONAL ECOSYSTEM



# ALMAU EDUCATIONAL ECOSYSTEM

## Goal:

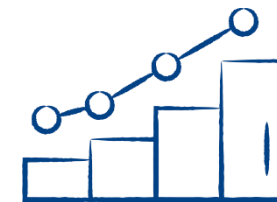
To create a glocal educational ecosystem by 2028 aimed at training drivers of societal and economic transformation to shape a sustainable future.

**The main agent** of change in the educational sphere is the **AlmaU student**



### AlmaU applicant: **Explorer**

We are looking for applicants who are curious and ready for intensive and independent education



### AlmaU student: **Generator**

AlmaU students like to take responsibility, challenge themselves, and generate new ideas, projects, and products during their studies



### AlmaU graduate: **Creator / Transformer**

An AlmaU graduate does not look for work, but creates it themselves or implements transformational changes in their professional environment



# RECRUITING 3.0

**Objective:** To transition from mass recruitment to quality selection according to the AlmaU applicant model

**Key areas:** Strengthening marketing, increasing the attractiveness of the university, implementing new selection methods.

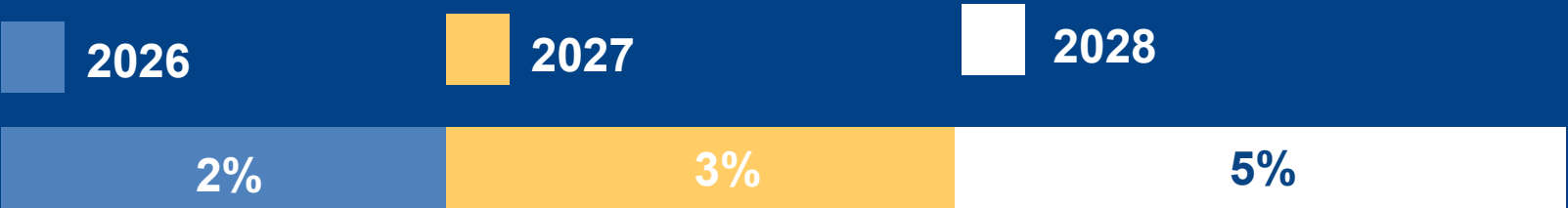
**At least 5% – international students**

- 2012-2024

- Recruiting 2.0: Transformation of marketing and recruitment activities. Transition from ATL to BTL and working directly with applicants
- 2025-2026

- Recruiting 3.0: Implementation of selection elements (motivational letters, interviews)
  - Collaborations with top schools and preparatory courses. Expanding the geography of applicants, promotion in the CIS and countries further abroad
  - Partial shift of application deadlines following the model of leading foreign universities from April-May
- 2026-2028

- Comprehensive selection system (portfolio, achievements, personal interviews)
  - Support programs for talented students (grants, scholarships, accelerator programs)
  - Reputation marketing, participation in international rankings and conferences



DYNAMICS OF GROWTH OF FOREIGN STUDENTS FROM THE CONTINGENT



# PROFILE OF APPLICANT AND JURTTYN BALASY ALUMNI

## WHO IS OUR APPLICANT?

A purposeful, creative leader, focused on quality education, striving to develop professional connections, and ready to realize their potential.

### Academic performance in school

In 2024, the average Unified National Testing (UNT) score of applicants to AlmaU was 70

### Independence / Aspiration for financial freedom

30.7% are looking for part-time work as early as the 10th-11th grade

### Family's ability to pay

53.8% consider the tuition fee at AlmaU to be quite acceptable (value for money)

### Inclination towards creative leadership / communicativeness

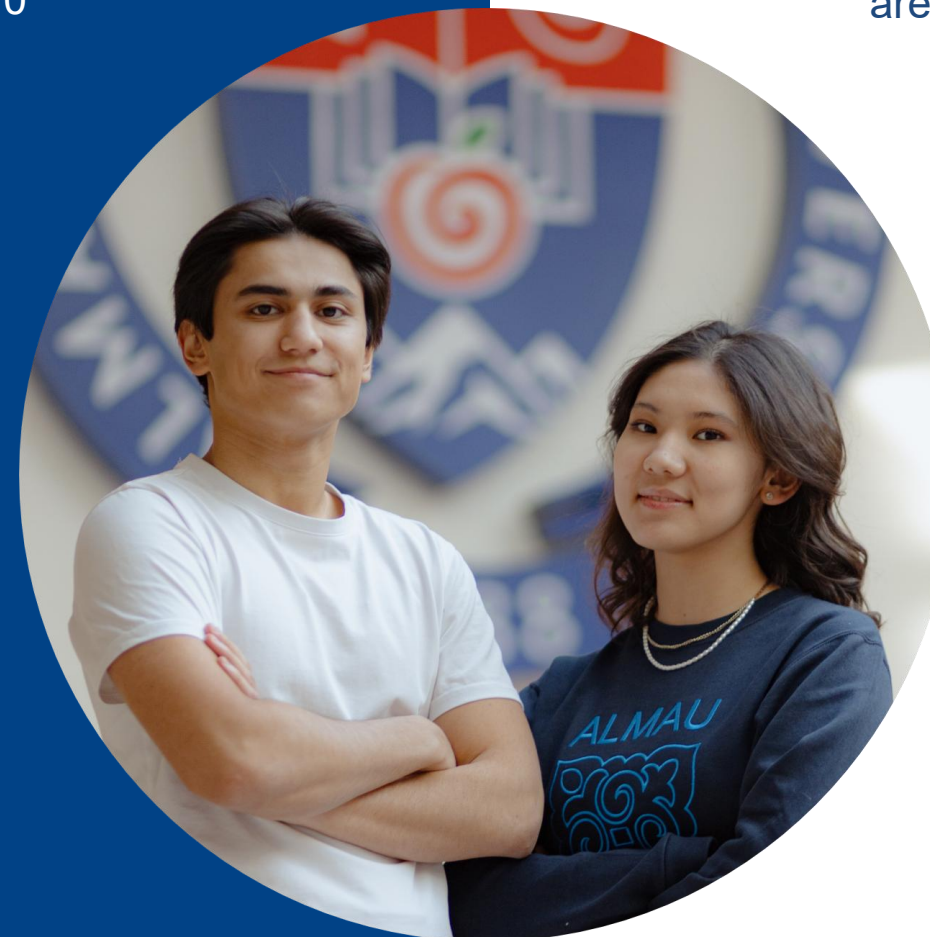
84.62% have hobbies in addition to studying

### Leadership qualities

presidents of schools, class monitors / participate in sports

### Awareness

50.6% consider the quality of education to be the most important factor, 32.1% pay attention to the presence of accreditations



## WHO IS OUR GRADUATE?

A creative and proactive professional with a developed network, freedom of thought, and an entrepreneurial mindset, actively realizing their potential both in their professional activities and in the media space thanks to developed soft-skills and active student life

### Readiness for a Professional Career

Thanks to interdisciplinary programs, the most sought-after skills are formed for building a successful career in the professional field

### Readiness for Business and Risk

Enterprising and entrepreneurial skills, creating a portfolio of implemented projects during their studies

### Conscious Citizen

An AlmaU graduate possesses critical thinking, is a proactive and aware member of society

### Sustainable Networking / Media Presence

Graduates manage social media, build effective communications through well-developed soft skills, and maintain strong networking connections

### Loyalty

Graduates participate in university events, serves as a brand advocate, and support the endowment fund

**An AlmaU graduate is a change agent in the economy and society, shaping a sustainable future**

*\* Data from a survey in September 2024 (among those admitted in the summer of 2024)*



# ALMAU EDUCATIONAL ECOSYSTEM

## Education for Global Challenges and SDGs

- ✓ **Education for sustainable development:** transformative, creative, interdisciplinary and oriented towards solving urgent problems of humanity
- ✓ **Complexity and interdisciplinarity**
- ✓ **Challenges as a cross-cutting theme in educational programs and thesis projects** Support for entrepreneurial and research initiatives aimed at solving global problems.
- ✓ **Global Citizenship**
  - Developing students' awareness of their role in the global community.
  - Developing values of inclusion, social justice and respect for cultural diversity.

## Future Skills as the Foundation of Learning

- ✓ **Skill-based learning:** an approach in which skills are acquired through practice and real-world application.
  - **"Tolyq Adam" Module for building a foundation of meta-skills,** existential, and "green" soft skills: Critical thinking, Creative writing, Great Books, I, the World, Philosophical dialogue, Service learning, Design of life, Biohacking
  - **"Skills and Technologies of the Future" Module for developing hard skills** at the global level: Financial intelligence, Entrepreneurial mindset, Artificial intelligence in action
  - **Top 10 in-demand skills according to WEF to enhance graduates' competitiveness.**

## EDUCATION SERVES THE GOALS OF PERSONAL, NATIONAL, AND GLOBAL DEVELOPMENT

## Educational Environment / Technologies

- ✓ **Personalized learning track**
  - Major tracks, minor programs, the '21<sup>st</sup> Century Skills' module
- ✓ **JOB OFFER BEFORE GRADUATION**
  - Training in the industry
  - AlmaU's 300 Graduate Employers Project: list of 300 employer companies
  - 25% practical / dual education
  - Hybrid format supported by EdTech and AI (OquLabs)
- ✓ **Product & project-based learning**
  - Startup from the 1st year, IT startup, profile, consulting project during studies

## Synergy of Academic and Extracurricular Activities

- ✓ **Extracurricular activity of students**
  - A platform for developing soft skills, including social, communication, entrepreneurial, and other competencies (student clubs).
  - Principles of the Tolyq Adam program integrated into extracurricular activities
- ✓ **Student Wellbeing Service**
  - The "One-Stop" Concept – a centralized, efficient, and comprehensive solution for students' questions and issues.



# CORE OF THE EDUCATIONAL ECOSYSTEM - ALMAU SCHOOLS

## PRINCIPLES OF DEVELOPMENT OF SCHOOLS AND CENTERS

### Organizational and structural changes:

- **Policy of consolidating and strengthening schools**  
(To enhance the financial sustainability and autonomy of schools, optimize the number of Schools)
- **Expansion of autonomy**
- **Multidisciplinary**
- **The School is a catalyst for the educational process**
- **Result-Oriented Assessment Based on the A-B Matrix**

- Meaningful
- Educational
- Stand-service
- Impactful
- Financial sustainability





04



# SCIENTIFIC AND RESEARCH ECOSYSTEM





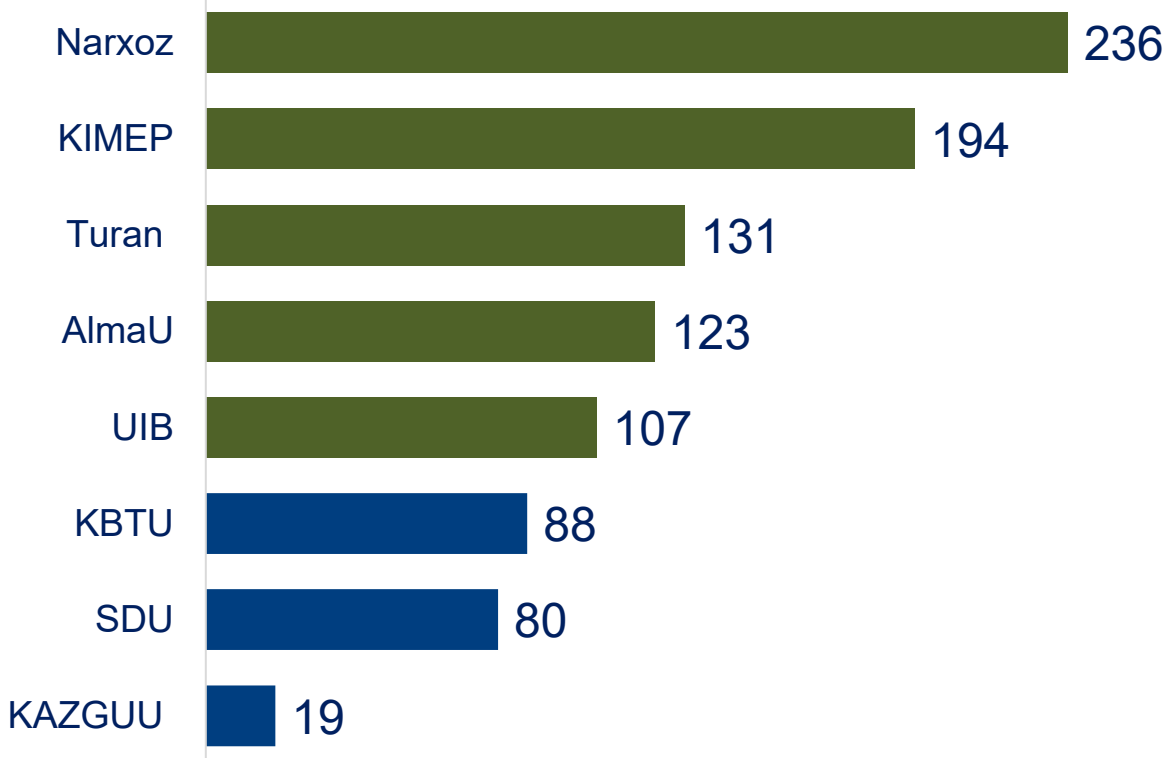
# ALMAU RESEARCH ECOSYSTEM

**Goal:** To create by 2028 a sustainable scientific ecosystem focused on generating advanced knowledge and solutions in the field of business, entrepreneurship, and Sustainable Development Goals, contributing to strengthening AlmaU's position as a leading university in Kazakhstan and Central Asia+, while ensuring the share of the budget of project activities at the level of 30% of the university's gross income

The main agent of change in research is **AlmaU's faculty member**.

- AlmaU is among the **top five** private universities in terms of publication activity for the period 2020–2025.
- The cumulative 3-year research budget is **more than 1 billion** tenge

**Publication activity**  
**in terms of research areas, 2019-2024, Scopus**  
*(Accounting & Finance, Business & Management Studies, Economics & Econometrics)*





# PROFILE OF ALMAU'S FACULTY MEMBER

Research ↑

80	Researcher	20
50	Professor	50
30	Associate professor	70
20	Assistant professor	80
10	Senior lecturer	90
	Lecturer	
-	Professor of Practices	100

↓ Teaching

## TEACHING PROFESSOR

- Pedagogical excellence and innovation
- Implementation of innovative teaching methods
- Expertise and academic reputation
- Project and consulting activities

## RESEARCHER

- Researcher with international and national publication activity
- Actively participates in scientific research projects
- Maintains contacts with science and industries
- Expert in science and business, project and consulting activities

## MENTOR

- Promotes the development of student startups
- Conducts acceleration programs, student incubators
- Engages students in real-world practices
- Mentoring, guidance





# STRATEGIC DIRECTIONS OF RESEARCH ACTIVITY

## IMPROVING THE QUALITY AND QUANTITY OF RESEARCH

- Growth publications annually in international scientific journals
- Increase in project financing
- Publications in highly ranked journals
- Megagrants

## ATTRACTING LEADING SCIENTISTS AND DEVELOPING RESEARCH POTENTIAL

- Faculty are involved in research activities
- Leading researchers attracted from leading research universities
- Strategy for In-Depth Research

## FORMING A SUSTAINABLE RESEARCH ECOSYSTEM

- **Research Laboratories at AlmaU**
  - Center for Industrial Artificial Intelligence
  - Foresight in Education Center
  - Maker Space: UrbanLab 3D
- PhD thesis defenses
- Expanding subscriptions to advanced research databases

## INTEGRATION OF SCIENTIFIC ACTIVITY INTO THE ACADEMIC PROCESS

- Strengthening the research-based learning
- AlmaU's Young Researcher program
- Postdoctoral program
- Popularization of science among students
- Creation of scientific communities and clubs among students



# ALMAU COMMERCIALIZATION ECOSYSTEM

## GOAL:

Establishment of a leading technology commercialisation centre in CA+ by 2028 that will be an effective bridge between academia and industry through the promotion of technology scouting

- 1

**Consortium with the participation of the National Academy of Sciences under the President of the Republic of Kazakhstan, the Science Fund and AlmaU**

Joint participation in competitions (megagrant "Creating a Project Management System for Commercialization in Kazakhstan") and projects
- 2

**Cooperation and individual search for solutions with industrial partners**

Technology scouting, startups, individual programs (hackathons, incubators, accelerators) at the request of technology partners
- 3

**Exclusive training programs and training of personnel in the field of technology transfer**

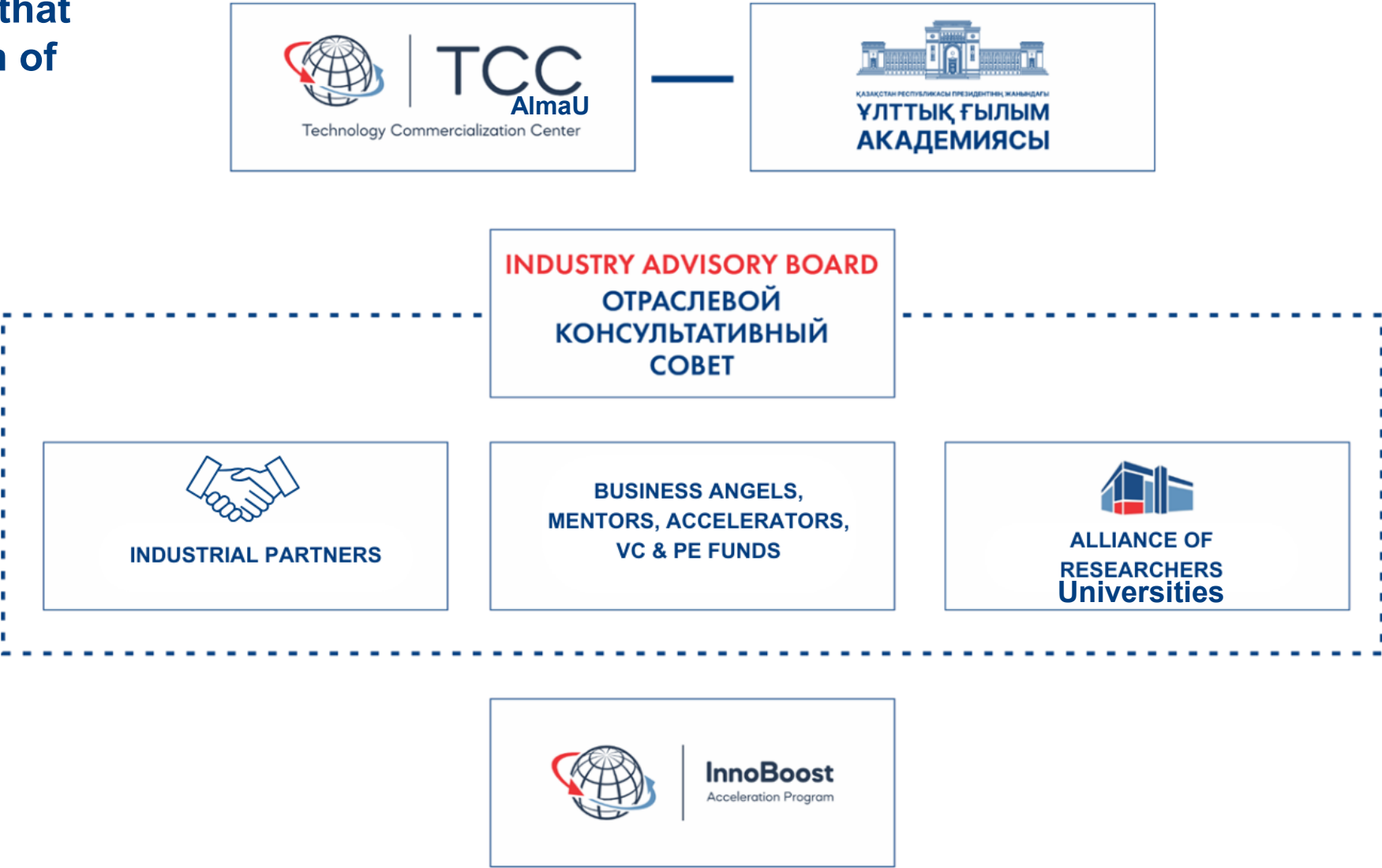
Development of programs and training of professionals in the field of technology transfer, intellectual property protection, etc.
- 4

**Methodology for assessing the commercial attractiveness of projects**

Formation of a unique methodology for assessing projects, proposals to expert organizations and drawing up roadmaps to maximize the commercial attractiveness of R&D projects in Kazakhstan
- 5

**Product Best Learning (PBL) – development of student startup projects, support for R&D**

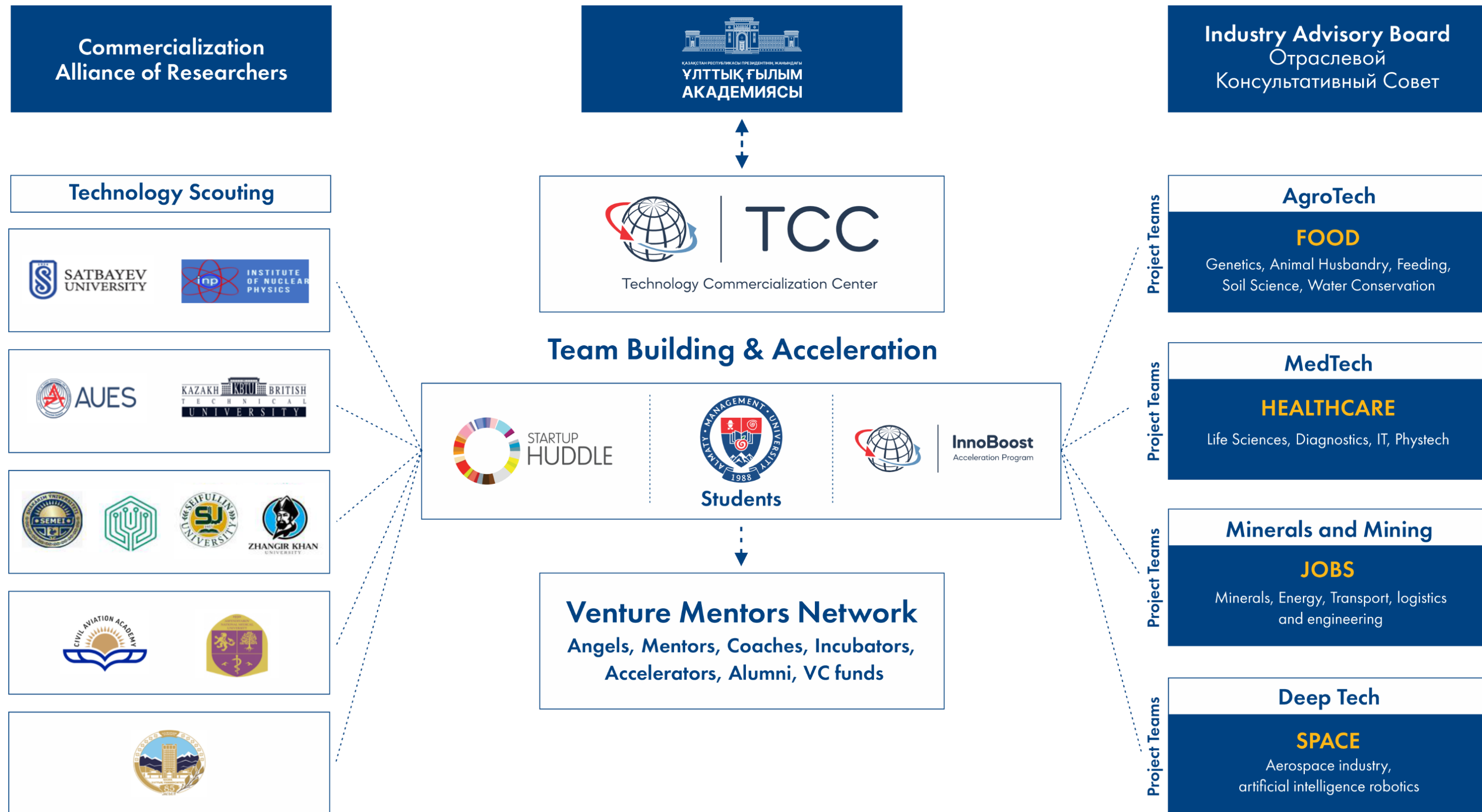
Support for student and academic entrepreneurship. Management of AlmaU's intellectual property



- 2028:**
- Project teams assessed – 2500+
  - Students participating in training - 1500+
  - Projects structured and "packed": 60 annually
  - Total project "winners" (projects securing private Co investors): 32



# TECHNOLOGY SCOUTING





05



# GLOBAL STRATEGY



# ALMAU INTERNATIONALIZATION MODEL

**Goal:** Ethical and sustainable international relations that take into account the cultural diversity, financial capabilities, and academic needs of AlmaU

The main agents of change - **deans**

The key principle: **equal partnership**

## ALMAU INTERNATIONALIZATION MODEL



### Responsible

- Joint initiatives with deep meaning and value
- Impact on communities and culture
- New Technologies and Innovative Ideas for the CA+ Region
- Positive changes at the university
- Sustainable academic and scientific partnerships



### Comprehensive

- Integration of global standards into curriculum, teaching, and management
- A culture of multilingualism with a focus on English and Kazakh
- Participation of students and faculty in global conferences, associations and alliances



### Contextualized

- Consideration of the characteristics and needs of each school and educational program
- Individual KPIs for each school
- Flexible and effective forms of international cooperation



# ALMAU DEAN PROFILE

## INTERNATIONAL EXPERT

- In national and international councils, associations and expert communities.
- Sustainable partnerships:
- One school, one strategic partner.

## EFFECTIVE MANAGER

- A strong team of globally oriented professionals.
- Innovative programmes, creative thinking and entrepreneurial approaches
- Managing funding for national and international projects and partnerships.

## VISIONARY OF SCHOOL DEVELOPMENT

- It promotes the best global practices for academic and scientific development at the School.
- Scaling up the School's promising projects and practices in CA+ and beyond the region.

## AMBASSADOR AND INTEGRATOR

- We promote sustainable collaborations in education, research and business.
- Grants and investments to realise topical impact projects
- Global recognition through CA+ leadership.





## Indicators of global recognition and leadership in CA +





# GEOGRAPHY OF ALMAU PARTNERSHIPS

- The rate of incoming and outgoing academic mobility should increase to **2%** of the total contingent and the proportion of international students should increase **to 5%**
- Develop and implement a strategy for international student recruitment by 2028
- Diversify the geographical location of partnerships and strengthen the representation of universities from the Asia-Pacific region, North America and Eurasia





# 06



## **BUSINESS STRATEGY**

- **FINANCIAL-INVESTMENT AND INFRASTRUCTURE STRATEGY**
- **DIGITAL ALMAU**
- **PEOPLE MANAGEMENT**



# FINANCIAL-INVESTMENT AND INFRASTRUCTURE STRATEGY

## Goals:

A sustainable financial model of AlmaU as a non-profit university, reinvesting accumulated funds into development of:

- Campus and infrastructure
- AlmaU digital campus
- Human capital

## ALMAU CAMPUS AND INFRASTRUCTURE DEVELOPMENT



**2025-2026**

- Reconstruction of the facade and the 2nd floor

**2026-2028**

- Construction of a new building and dormitory (through partners)



**2025-2028**

- AlmaU Digital Campus



**2025-2027**

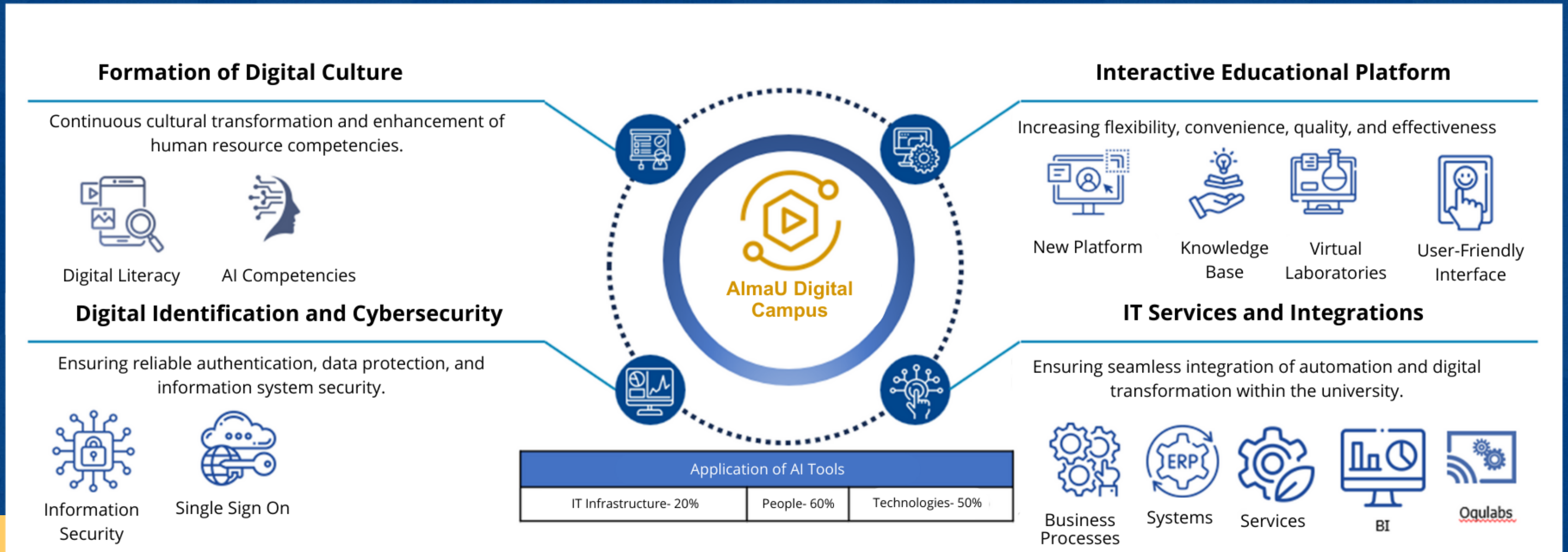
- Creating campuses in the industry
  - 2-4 urban locations (in the historical center and other business districts of Almaty)



# ALMAU UNIFIED DIGITAL ENVIRONMENT

## GOAL

To achieve by 2028 the sustainable development of the university's digital ecosystem, ensuring personalized learning, access to innovative educational technologies, and managerial and organizational efficiency.



**AlmaU Digital Campus** - is a technological ecosystem that unites students, faculty, administrative staff and educational resources in a single digital environment, and integrates with partners.



# PEOPLE MANAGEMENT

## WELLBEING B ALMAU

### GOAL:

Develop an environment that unlocks potential, capability, engagement, high staff productivity, leadership and teamwork.

#### Healthy University:

1. Emotional well-being
2. Health care
3. Physical well-being

#### Building a Culture of Positivity:

1. Team building events
2. Participation in social and charity projects
3. Regular meetings

#### Support of a charged atmosphere by:

1. Corporate regular support programmes
2. Flexibility and autonomy

#### Strengthening the HR brand by:

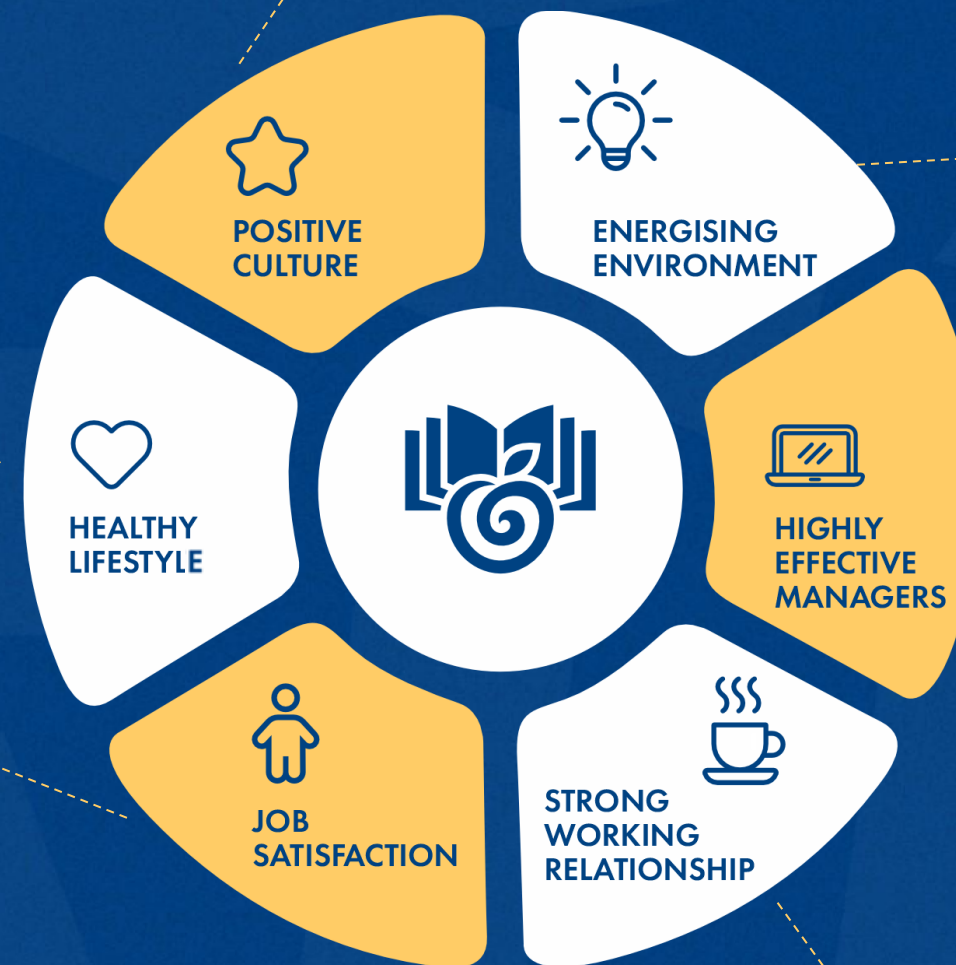
1. Working with social networks and professional platforms
2. Support for professional conferences
3. Competitive salaries - annual monitoring of salaries
4. Social wellbeing of employees:  
A balanced social policy is in effect

#### High employee productivity through programmes:

1. Salary grading for Administrative and Management Personnel
2. Assessment by competence model
3. Employee development according to competence model and individual development trajectories
4. Mentoring
5. Personnel reserve

#### Building an internal communications system

1. unified information portal
2. community building, corporate events that provide networking opportunities





# ALMAU EMPLOYEE COMPETENCY MODEL

**1 MEANINGFUL**  
*Focus on a meaningful, conscious goal. Responsibility for achieving the goal*

**2 EDUCATIONAL**  
*Constant self-development, improving professionalism*

**3 STAND SERVICE**  
*High professionalism of service and long-term cooperation with clients*

**4 IMPACTFUL**  
*Creating value and personal contribution to changes for the better*

**5 FINANCIAL SUSTAINABILITY**  
*Flexible and competent resource management*

