

Decision of the FIBAA Accreditation and Certification Committee



6th Meeting on June 29, 2022

INSTITUTIONAL ACCREDITATION

Project Number:	20/120
Higher Education Institution:	Narxoz University
Location:	Almaty, Kazakhstan
Type of Accreditation:	Initial accreditation

The FIBAA Accreditation and Certification Committee has taken the following decisions:

According to § 7 (6) in conjunction with § 9 (1) of the FIBAA General Terms and Conditions within the framework of procedures for the award of the FIBAA Quality Seal for Institutional Accreditation from January 1, 2021, the HEI is accredited.

Period of Accreditation: June 29, 2022 until June 28, 2028

The FIBAA Quality Seal is awarded.

Institutional Accreditation

Narxoz University, Kazakhstan

Assessment Report



FIBAA

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A. Accreditation Procedure

A contract for the initial Institutional Accreditation of Narxoz University, Almaty, Kazakhstan was made between FIBAA and Narxoz University on November 9, 2020. On December 3, 2021, the HEI submitted a self-evaluation report including appendices to prove that the criteria for Institutional Accreditation are met.

At the same time, FIBAA appointed a review panel. The HEI agreed with the chosen experts. The panel consisted of:

Prof. Dr. Erich Barthel

Frankfurt School of Finance and Management, Frankfurt, Germany
Prof. em. for Corporate Culture and Human Resource Management

Prof. Dr. Marion Halfmann

Hochschule Rhein-Waal, Kleve, Germany
Professor for Marketing and Market-Oriented Management
Vice President for Studies, Teaching and Further Education

Prof. Dr. Irina Kohler

Hochschule Fulda, University of Applied Sciences, Fulda, Germany
Professor of Management Science and Management Accounting

Dr. Meruyert Narenova

University of International Business, Almaty, Kazakhstan
Academic Director of the MSc and PhD programmes on Economics and Management

Dr. Loretta O'Donnell

Nazarbayev University, Nursultan, Kazakhstan
Vice Provost Academic Affairs

Maik Oneschkow

FedEx Express Germany GmbH, Frankfurt, Germany
Manager Clearance Brokerage OPS, Frankfurt Airport

Jens Weibezahn

Technical University Berlin, Germany
PhD Candidate in Industrial Engineering and Management

FIBAA project manager:

Dr. Birger Hendriks

The assessment is based on the self-evaluation report, amended by further documents, as requested by the panel, and an online conference (because of the Covid-19 pandemic). The online conference took place on March 16 to 18, 2022 via the video conferencing tool *Zoom*. The same cluster included an appraisal of the study programmes Bachelor in Accounting and Audit (Bachelor in Business and Administration), Master in Accounting and Audit with concentration in “Corporate Governance, Compliance and Performance Appraisal” (Master in Business and Administration) and PhD in Accounting, Audit and Taxation (Doctor of Philosophy). At the end of the online conference, the panel has given a brief feedback on its first impressions to representatives of the HEI.

The assessment report based on this was delivered to the HEI for comment on May 27, 2022. The statement on the report was given up on June 3, 2022. It has been taken into account in the report at hand.

B. Summary

Narxoz University (hereinafter Narxoz or University) has formulated a clear and comprehensible mission statement and developed a corresponding profile with a strong orientation towards professional standards and European Higher Education Area.

Narxoz has established and defined a well-functioning University management and self-governing structures with various bodies, academic Higher Schools with departments and advice committees as well as offices / departments for its administration and support services. Narxoz elaborated a new Strategy for 2020 to 2025 which based on its mission and vision contains strategic priorities that are corresponding to the University's mission and vision. The University's quality management system follows the Plan-Do-Check-Act-Cycle and is suitable to regularly examine the quality of Narxoz's different areas of performance. A University-wide Quality Assurance Policy has been implemented.

The University's study programme portfolio of Bachelor, Master and PhD levels corresponds to its profile. The quality management system for studies and teaching ensures compliance with the respective European regulation for higher education.

Policies, processes, and regulations on research are in place that govern undergraduate and graduate research projects as well as those of University units and of academic staff members. Also, Narxoz has stressed the importance of its research activities in its Strategy 2020-2025.

The services and administration at Narxoz are well-organised and create adequate conditions for students and staff as well as external stakeholders. With regard to the capacities for research, studies, teaching and administration, the available rooms and facilities enable a smooth running of the University. The qualifications of the full-time and the part-time academic staff correspond clearly to the requirements of study, teaching and research.

Narxoz members, external stakeholders and the public are informed on Narxoz's activities on a regular basis and through diverse channels. The University website, an internal portal as well as the use of social media ensure that prospective and current students, faculty, staff, parents, alumni, and partners are provided with information on activities and services.

C. Panel Recommendation

According to § 7 (6) in conjunction with § 9 (1) of the “Special Conditions for awarding the FIBAA Quality Seal for the Institutional Accreditation”, the HEI is accredited.

Period of Accreditation: June 29, 2022 until June 28, 2028

The panel members identified several areas that could be further developed. The panel recommends:

- investigating more into detail where potential students may come from and where they may want to go to after graduating (see chapter I);
- for the QA processes taking into consideration elaborating action plans and SWOT analyses (see chapter II);
- improving and widening the cooperation with business and industry in order to further improve the students’ employability (see chapter III);
- evaluating the career service in terms of additional measures that could be taken (see chapter V);
- increasing the number of successful PhD graduates and keeping them as far as possible as young staff members at Narxoz (see chapter VI).

There is one criterion that exceeds the quality requirements:

- Quality Management Strategy (see chapter II.);
- Research transfer to the areas of studies and teaching (see chapter III.);
- Advice and information (see chapter VII.).

For the overall assessment of the University, please refer to the quality profile at the end of this report.

Information on the Institution

Name of HEI:	Narxoz University
Legal Status of HEI:	Not For Profit Joint-Stock-Company (Private, state recognised)
Year of foundation:	1963 (Not For Profit status in 2020)
Number of full-time academic staff: of which professors:	262 (105 professors)
Number of non-academic staff:	256
Number of part-time staff, where applicable:	50
Number of degree and non-degree programmes offered (please itemise according to Bachelor, Master, PhD, Continuing education course):	22 Bachelor programmes, 19 Master programmes, 7 PhD programmes, 1 DBA programme and 1 Continuing education course
Number of students enrolled (please itemise according to Bachelor, Master, PhD, Continuing education course):	3,409 Bachelor students, 315 Master students and 47 PhD students; Continuing education course in process.

I. Mission Statement, HEI's Profile and Strategic Objectives

Narxoz University was created in 1963 as an independent organisation building on the Economics College of Kazakh National University (now Al-Farabi Kazakh National University). Its mission at that time was to educate highly qualified specialists to support the acceleration of structural reforms and economic growth. In its early years the University had three colleges: economic planning, accounting and finance. In 1964, the Programme for Postgraduate Studies was launched for scholars and academics and the Higher School of Economics was created for part-time studies.

The University has operated under various names which are chronologically: Alma-Ata Institute of National Economy (AINE); Kazakh State University of Economics; Kazakh State Academy of Management (KSAM); Kazakh University of Economics and the New University of Economics. Nevertheless, it has always been known informally as “Narxoz” which is an abbreviation of the Russian words “Narodnoye Khozyaistvo” meaning ‘national economy’.

In 2016, the institution was formally renamed as Narxoz University. In 2020 it became a Non-Profit Joint-Stock Company (NJSC). Sole shareholder is a Kazakhstani businessman. Students have to pay tuition fees. Any operational surplus is reinvested to support improvements in education and research quality. Narxoz University has the task to train specialists in business, economics, digital technologies, law and social sciences. Since its creation in 1963 over 140,000 alumni have graduated from the University. From 2022, the University will move into newly reconstructed facilities.

In 2010, Narxoz was awarded seven State licenses for PhD programmes in the areas of Economics, Finance, Management, Marketing, Public Administration, Accounting and Audit and Business Administration. Since the creation of the Dissertation Council 147 students have been awarded PhD degrees by Narxoz University.

In 2021, Narxoz elaborated a new Strategy 2021 – 2025 which includes a stock taking of what has been achieved and at the same time a concept for future changes and developments. The University's actual **mission** was adopted in 2021 as part of the strategic review: to inspire, create knowledge and educate people who contribute to economic, legal, technological and social development.

By working on these goals, the intent is to deliver on the **vision** of the University in 2025:

- to be an internationally recognised University attracting talented youth from Central Asia with internationally accredited programmes and research that bring positive economic and social change.

As part of its Strategy, Narxoz has defined the following **values** for academic processes and administrative procedures, for management faculty, students and partners: integrity, transparency and involvement of employees and students, responsibility and accountability for quality of education and research, and respect and ethical attitude.

Narxoz's profile

Narxoz as a private, not-for-profit University has at present 262 faculty members, 256 administrators and more than 3,700 students, organised in five Schools and a PhD department. The education programmes are delivered at Bachelor and Master level by four schools:

- the Higher School of Economics and Management (HSEM);
- the Higher School of Digital Technologies (HSDT);
- the Higher School of Law and Public Policy (HSLPP);
- the Higher School of Arts and Social Sciences (HSASS).

In addition:

- the PhD department manages doctoral studies;
- the Graduate School of Business (GSB) delivers Master programmes and professional/executive development.

The programmes offered by the University are designed to meet Kazakhstan's demand for society and economy. Students can receive training and career development opportunities. The focus of study programmes is oriented to support the continuing transformation of the economy and society which refers to the economic, legal, technological and social development of the country.

Moreover, Narxoz underlines that it is strongly oriented at employability of all students and that in 2021 88 % of the University's graduates found employments. Study programmes are continuously checked through reviewing employability feedback and students' internships performance, but also at employability on international level. Therefore, Narxoz works with its business community and public institutions closely together in order to facilitate the placement of students for internships and then possible employment. Within Narxoz, Advisory Boards are installed with business, government and third sector representation at University and Higher School level.

Narxoz University has a Bachelor / Master structure of the study programmes. Each course is awarded a considered number of ECTS depending on the complexity of the subject and, within this, credits are allocated for supervised and independent study. For Bachelor and Master programmes and the taught components of PhD programmes, the primary study format is full-time face-to-face instruction study, with a combination of lectures, seminars, tutorials and laboratory work. The mix of methods is determined by the level of study and requirements to master the subject. Independent study is guided by recommended activities. Bachelor programme sessions typically take place in the daytime Monday to Friday, while Master programme face-to-face instruction takes place in the evenings Monday to Saturday to allow working students to join the programme.

The development of research capacity is one of four strategic priorities of Narxoz University identified in the 2021 strategic review. As part of this review the University set six research priorities:

- Socio-economic development within the framework of the SDGs;
- Creative economy and entrepreneurship;

- Gender economics and cultural studies;
- Digitalization and data-driven management;
- Research in education and management of science;
- Research in Law and Public Policy.

The University also has three established research centres:

- Sustainable Kazakhstan Research Institute (SKRI);
- Eurasian Centre for Economic and Legal Research (ECELRL);
- Silk Road Case Centre (SRCC);

In addition, Narxoz has a Gender Economics Research Project (GERP) jointly supported by the Soros Foundation and the University.

Narxoz sees research in these areas as important for the continuing modernisation of the Republic which should not preclude work in other areas of interest for faculty and students. The research priorities, by definition, shall encourage multidisciplinary research and faculty-student collaboration.

Target groups

Narxoz University seeks to recruit students from across Kazakhstan, and the majority of its Bachelor students intake is from outside the city of Almaty (65 %). In the strategic plan period to 2025, the University will enhance recruitment efforts in neighbouring Central Asian countries to raise the number of international students to 5 % of the total.

The University provides additional incentives to join its programmes for graduates of elite schools such as the Nazarbayev Intellectual School system. Graduates of the University's affiliated College (Narxoz College) are also offered incentives.

For Master programmes, the target group comprises high performing young professionals who seek to enhance their knowledge base in the programme areas offered and to accelerate their career progression. PhD programmes seek excellent graduates from Master programmes who are committed to developing their research skills and who are interested in pursuing either an academic career or building advanced research capacity to enhance their progression in the private or public sector.

The University is committed to offering education at all three levels in three languages (Kazakh, Russian and English) and has increased the relative proportion of English offers to reflect the demands of the market.

Freedom

Reforms adopted as part of the reform of the Law on Education in 2018 granted universities significantly expanded independence in all areas of education programme design and content.

Within the University, academic freedom in teaching is guaranteed. Faculty have freedom over (and responsibility for) content, assessment format, content and class teaching methods. All faculty are expected to work within the framework of the academic programme and the requirements of the University quality assurance system, which is designed and managed by the faculty and focuses on continuous improvement.

While students have to conform with curriculum requirements, they have the freedom to undertake an individual programme of study, for example in choice of majors and minors, they can register for additional courses, can choose their thesis topic as well as advisor and internship location.

Strategic objectives

Narxoz has the goal to achieve a number of 6,000 students by 2025. Four strategic priorities shall serve to focus university operations in the period to 2025 as follows:

Priority I.

The University will continue its programme of enhancement at all three levels of education, with a focus on developing a sound knowledge base, transferable skills, core competences and multidisciplinary elements, with increased employer engagement, faculty managed quality assurance and appropriate learning resources.

Priority II.

The University will focus on research priorities noted above while allowing faculty and students to pursue their interests outside of these. The overall goals are to increase the volume and quality of research (defined as international standard publications), further build the research centre system, develop the doctoral programmes, introduce post-doctoral programmes, further develop faculty-student research and increase the levels of external funding support.

Priority III.

The University will continue to improve the efficiency of operations as part of its re-engineering and digitalisation plans, reducing operational costs and improving the quality of services provided to stakeholders. All administrative services will serve to create an environment which allows faculty and students to focus on teaching, learning and research. The new campus will be a key element of this aspect of the strategy.¹

Priority IV.

¹ For more information see chapter VI in this report.

The University will increase its recruitment efforts in other Central Asian countries and develop scholarship programmes to accelerate the process. The increase in programmes offered in English will continue and the focus on the development of a sound knowledge base and core competences shall enable the transfer of skills and knowledge to different contexts. The pursuit of international exchange and dual programmes will be emphasized.

Appraisal „Mission Statement, HEI’s Profile and Strategic Objectives“:

The University has formulated a clear and comprehensible mission statement and developed a corresponding profile and vision. The panel notes that Narxoz University wishes to position itself as an internationally recognized University attracting students from Central Asia.

The panel welcomes that Narxoz elaborated a new Strategy for 2020 to 2025, which has developed strategic priorities that are corresponding to the mission and vision. Also, during the online conference, it realised an optimistic mood in terms of a sense of new beginnings. The expert team is convinced that the University’s mission corresponds to its profile and setting within Kazakhstan and Central Asia.

The panel welcomes that Narxoz is strongly oriented toward the employability of all students. Moreover, it supports Narxoz’s cooperation with the business community and public institutions. Narxoz’s Advisory Boards with external representatives at University and Higher School levels create communication between University and relevant groups.

According to this orientation, the structure of the study programmes and their formats have a consistent orientation at the economic structure of Kazakhstan and the employability of graduates that fits the University’s mission. The employment rate for students after graduating shows that the profile is also plausible with regard to graduates’ employability. The panel supports Narxoz’s general strategic objective of meeting the needs of the country by educating employable students in economic, legal, technological and social development disciplines.

The panel notes that Narxoz seeks to recruit students from across Kazakhstan and that by 2025 the University wants to enhance recruitment efforts in neighbouring Central Asian countries to raise the number of international students to 5 % of the total, also by increasing the number of stipends. The panel experts welcome that the defined target groups correspond to its profile. Moreover, the panel experts support this international orientation, although they find it challenging looking at the statistics of first-year students in different study programmes. Therefore, the panel recommends the University investigates more in detail where potential students may come from and where they may want to go after graduating.

The panel notes that the reform of the Law on Education in 2018 granted universities expanded independence in all areas of education programme design and content as well as in research. Although external approval is required on certain matters, Narxoz can make its own choices and can take its own decisions. The panel supports the University to use this leeway within the fixed legal frame.

The strategic goals and priorities are adequate and combined with effective measures and can enable the University to achieve its goals for 2025. The panel supports Narxoz finding arrangements for strategic and operational planning and resource allocation. An effective planning process is of critical importance.

Quality Requirements	Exceptional	Exceeds the Quality Requirements	Meets the Quality Requirements	Fails to Meet the Quality Requirements
I. MISSION STATEMENT, PROFILE AND STRATEGIC OBJECTIVES				
(1) Mission Statement			X	
(2) Profile			X	
(3) Target Groups			X	
(4) Academic Freedom			X	
(5) Strategic Objectives			X	

II. Management Structure and Quality Management

Narxoz University as a Non-Profit Joint Stock company has a single shareholder and is operating on the basis of an approved Charter². The students, teaching staff, administrative staff as well as external stakeholders (employers, alumni) are given the opportunity to play an active role within the University quality management system.

The governing body of Narxoz is the **Board of Directors**³. This body is responsible for making key decisions concerning the strategic development. The exclusive competence of the Board of Directors includes determining the priority areas of the University's activities, approving the strategy and development priorities, as well as evaluating reports on their implementation. The financial strategy is approved annually by the Board of Directors.

The **University Management Board** is the executive body of Narxoz University and is elected by the Board of Directors. The Management Board is represented by the President (who also acts as Chairman of the Board), as well as by Provost, Vice-President for Administrative Affairs, Finance Director, Director of the Higher School of Economics and Management, Director of the Higher School of Law and Public Policy, Director of the Graduate School of Business, Director of the Higher School of Digital Technologies and Director of the Higher School of Arts and Social Scienc-

² Version as of April 21, 2021. The Charter stipulates the legal frames for Narxoz University in terms of elements such as its legal status, property of the company, management bodies, and procedures of management.

³ For the Organisational Structure of Narxoz University see Annex 1.

es. The President is the Narxoz chief executive officer, who manages the development and implementation of strategic plans and coordinates the activities of academic and non-academic departments. There is an independent Advisor to the President on Academic Quality. The directors of Higher Schools report to the President on financial, budgetary, personnel and other administrative issues.

The Management Board develops operational plans based on strategic priorities; reports to the Board of Directors on the implementation of its decisions; ensures the preparation of financial statements; approves internal documents regulating labour relations of employees; ensures the publication of financial statements on the University's website; and ensures interaction with government agencies and non-governmental organisations.

The **Academic Council (AC)** is the collegiate body of Narxoz University created to ensure integrity of academic and research activities, headed by the Provost. The Council provides a formal mode of communication for faculty members and students. The purpose of the AC is to manage general academic affairs, oversee academic quality assurance, monitor research and to develop recommendations on a diverse set of questions for further approval by the University Management Board and the Board of Directors.

The AC is responsible for determining the concept of academic development of the University; developing and approving the Academic Policy, the Admission Policy and Graduation requirements, Academic Calendars, roadmaps of the Higher Schools and reviewing the educational and research processes at the University.

Under the AC there are nine working groups: the Technology and Innovation Committee, the Library Committee, the Research Ethics Committee, the Committee on International Affairs, the Recruitment and Career Development Committee, the Student Financial Support Committee, the Research Committee, the Teaching and Methodological Committee, and the University Quality Assurance Committee. The Committee members represent faculty, students and administrative staff.

In Fall 2021 a University level **Advisory Committee** was created. There are also **Employers' Advisory Boards (EAB)** formed at the Higher School levels. EAB members are representatives of alumni and the business community and advise Narxoz University top management on relations with the business community and the quality of internships.

Senior administrative officers of Narxoz University include the Vice-President (VP) for Administration, the Provost, the Deputy Provost on Academic Affairs, the Deputy Provost on Research and the Finance Director.

The Provost is responsible for academic affairs and chairs the AC.

Instead of faculties, Narxoz has **Higher Schools** that are responsible for the development and implementation of the academic programmes at undergraduate and graduate levels. The programmes of each subject belong to a department, such as the Bachelor and Master programmes in Accounting and Audit to the Higher School of Economics and Management. Besides there are the Higher School of Digital Technologies, the Higher School of Law and Public Policy, the Higher School for the Arts and Social Sciences and the Graduate School of Business.

The Department Chairs manage new course submission and revise existing courses. In academic matters, the Department Chair takes initiatives, supervises the programme, and contributes to its development. The Department Chair organises the teaching load distribution with the consent of faculty members.

The task of the Research department is to organise, support and coordinate the research activities of the University such as:

- to coordinate and monitor externally funded basic and applied research under government science and technology projects and programmes and international research projects;
- to monitor the research activities of the Higher Schools and Research and Education Departments and the Educational Centres of the University;
- to facilitate research work of students at the University through interaction with scientific-student societies of Higher Schools.

The aim of human resource (HR) policy is to ensure the academic attractiveness of Narxoz University in order to attract the academically and professionally qualified staff. There are several committees related to this function such as the HR Committee, the Ethics Committee, the Committee for the transfer (promotion) of employees from the administrative and managerial staff, and others.

The Advising Office was installed in Summer 2021 with the aim of improving the quality of the academic service for students. Its main functions include advising students on individual study tracks before the start of the registration process for the courses of the next academic period; elaborating individual study plans for students; advising learners with low academic performance, obtaining professional certifications, choosing and obtaining a major, ECTS transfers.

Quality Management

Narxoz's Quality Assurance (QA) system is based on a quality management strategy. Its task is supporting the overall strategy and the University's profile through enhancing the quality of teaching, research; improving key stakeholders' satisfaction and improving operational effectiveness. The QA system includes both – academic and non-academic - areas of University functioning. The task of quality management is to review and coordinate the University units' related activities that are critical in terms of achieving quality requirements. The internal QA documents are publicly available on the University's website.⁴

The quality management strategy takes into account Narxoz University Strategy 2020-2025 (revised in 2021), the European Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG 2015)⁵, the Ministry of Education and Science of the Republic of Ka-

⁴ <https://en.narxoz.kz/quality-assurance>

⁵ [Standards and Guidelines for Quality Assurance in the European Higher Education Area](#)

zakhstan (MES) policies and regulations⁶, Narxoz's Quality Assurance Policy and the University Quality Assurance Handbook.

Both the QA Policy and the QA Handbook describe explicitly and in detail the internal QA system with objectives, procedures and mechanisms, key parameters and include external assessments as a tool.

The quality management process is intended to create system-wide mechanisms that enable the University to monitor and improve its operations and to enhance quality. The quality management is focused on core activities (education, research and administration) and on resources (human resource and infrastructure) of the University that are required to ensure quality provision of core activities. The University designs the QA process as a dynamic process that shall continuously follow the Plan-Do-Check-Act Cycle. Thus, it consists of four stages: (1) developing regulatory background and plan, (2) collecting quality data, (3) analysing findings and (4) making revisions or changes based on data analyses.

Narxoz University has established a framework for quality assurance that includes the mechanisms for institutional, departmental, and programme quality assurance. It is embedded in each Higher School and all university departments and utilizes both quantitative and qualitative data. The results of this continuous QA process are communicated via Academic Quality Committees and the Academic Council and serve to benefit all internal and external stakeholders in their decision-making.

As far as the competencies, responsibilities and interactions of academic and administrative quality management staff and departments are concerned, structural divisions and collegial bodies of the University participate in the process of continuous provision of the academic quality: the Academic Council, committees under the AC, councils of the Higher Schools and of the PhD department.

Within the framework of the quality management system the following areas are Narxoz's strategic priorities

1. quality assurance of study and research programmes
2. quality assurance of human resources
3. quality assurance of educational services
4. quality assurance of support infrastructure in relation to teaching, learning and research.

The University community members (students, teaching and administrative staff) are part of collegial committees at the Higher School and University level. According to Narxoz University⁷, their participation in all areas of discussions and decision-making processes takes place regularly

⁶ <https://www.gov.kz/memleket/entities/edu?lang=en>

⁷ See SER p. 35.

and systematically. Corporate partners and external stakeholders are also involved in different committees and play an active role within the quality management system.

Faculty and staff of the University are informed about quality management measures and the results obtained at the meetings of the Academic Council, the QA Councils of the Higher Schools, regular meetings, and faculty general assemblies with the President and Provost of the University.

The University carries out on a regular basis a systematic assessment and discussion of the quality of all aspects of the academic process and educational programs. The assessments are based on monitoring the quality of teaching and surveys of students, teachers, alumni and employers. Based on the results obtained, the University management, the University QA Committees under the Academic Council, the Higher Schools Committees, the Heads of the Departments / Centers and structural divisions are provided with the reports. The structural units provide feedback in the form of a "Progress Report", which is then provided to the trainees and other target groups of the survey.

The University has developed an organisational structure, established a division of responsibility for quality assurance, reflected in the Regulations on structural divisions and job descriptions, as well as the delineation of the functions of collegial bodies. This can contribute to the development of a culture of quality in which each structural unit / employee of the University could efficiently respond to emerging problems. The University has a system of regular reporting at all levels of the organisational structure, which includes an assessment of the effectiveness and efficiency of the academic and administrative structural divisions of the University and their interaction.

Quality control and instruments of quality management (QM)

As mentioned above, Narxoz University students, faculty and staff, and external stakeholders (employers, alumni) are involved in the QA system and are given the opportunity to take an active role in the quality management. Their opinions are asked in various surveys (please see below).

As far as the quality control and the QM are concerned, there are several tools that are used:

1. Narxoz has developed the internal Regulation on Monitoring the Quality of Teaching (approved by Academic Council on September 3, 2019, and updated in 2021), which regulates the analysis of the quality of teaching. The University uses a variety of tools to assess the quality of teaching.
2. Evaluation by students is carried out through a number of regular and on-request institutional research activities. The key instrument is the Faculty Teaching Evaluation Survey (FTES) that is conducted primarily to provide a measure of assurance of the teaching quality at the University level. The FTES collects the opinions of all undergraduate and post-graduate students on their perceptions of instructional effectiveness, quality of teaching and their learning experience for each subject in which they are enrolled.

The questionnaire consists of 18 multiple choice and open-ended questions relating to the quality of teaching in three important fields: 1) faculty, 2) class sessions and 3) course. The first section consists of questions about instructional delivery and professional attitude towards students while the second part covers questions about management of class sessions and the learning environment. The third part incorporates questions about student understanding of the course requirements, syllabus and availability of course materials. Summary questions 19 and 20 identify the overall level of satisfaction with the course and teaching quality. Two open-ended questions soliciting general comments and remarks about instructors and workload are also included in the questionnaire.

3. At the end of the academic year, the faculty members submit a completed Course Management form. The assessment covers key aspects of teaching. This form must be accompanied by the final exam sample and submitted to the Department Chairs at the end of the semester.
4. Each semester faculty attend classes of colleagues and complete assessment forms. The assessment covers key aspects of teaching such as:
 - Compliance of the topic and content of the training lesson with the syllabus;
 - The relevance of educational material, relation with practice (use of results of research, projects, case-studies from the practice of firms, companies, banks, etc.);
 - Correspondence of the content of the material to the level of preparedness of students;
 - The ability of the teacher to maintain the interest and attention of students and the level of active participation in the discussion of issues;
 - The use of interactive methods and their correlation with learning objectives.
5. Higher Schools QA Committees analyse the results of the surveys and develop recommendations accordingly. The results of the teaching evaluation survey are used in the Faculty Grading system to assess the performance of a faculty member.
6. After the accreditation the departments submit the reports on the survey. The Higher Schools Quality Assurance Committees provide a Progress Report and feedback to the recommendations of survey participants. Students are informed via the Student Senate.⁸

Moreover, the department of Development and Coordination of International Programmes conducts a survey on satisfaction of external outgoing academic mobility participants of Narxoz University. The purpose of this survey is to analyse the satisfaction level with the quality of services provided by the department in terms of the organizing external outgoing academic mobility among students and to receive recommendations for improving the activities and quality of Department services.

⁸ Student Senate <https://narxoz.edu.kz/student-life/stud-sovet>

In order to determine the main reasons for students' withdrawal, the Registrar's Office conducts a Survey of Withdrawn Students. The questionnaire includes questions on the reasons for student dissatisfaction (academically; in terms of interpersonal relations in the group and with faculty; accommodation in the dormitory, etc.). Students' opinions are discussed at the meetings of the Higher Schools Quality Assurance Committees to take appropriate measures.

To improve the organisation of the educational and research process, the QA Committee of the PhD Department conducts a survey for the PhD programme students regarding satisfaction with (1) the quality of teaching subjects, (2) the quality of research supervision, (3) the graduates survey to assess the degree of satisfaction with the quality of organization of the educational and research process in doctoral studies.

Faculty members are involved in assessment processes through regular and on-request activities. The Faculty Satisfaction Survey is the mechanism for feedback on working conditions, professional development, and quality of management at Narxoz University.

Evaluation by Alumni and Employers

The University employs the following forms of external assessment as part of its systematic institutional research activities – feedback from key stakeholders (alumni and employers), rankings and accreditation. Surveys of graduates and employers are conducted by the Career Development and Alumni Relations.

The Narxoz Alumni Survey⁹ aims to assure the quality of professional preparation of graduates by collecting their feedback about work experience, job performance and level of satisfaction with the quality of Narxoz University's education, which allows identification of areas for improvement.

The survey is conducted each summer among the Narxoz Alumni (one year after graduation) via e-mails, phone interviews and online questionnaires. The Alumni answer questions including 5-point scale, multiple choice and open-ended questions that touch upon details of their current employment (company, salary, position, etc.) and/or further studies, contribution of the Narxoz programme to their career, satisfaction with/suggestions for Narxoz services and ways to get involved with the University.

The survey results are reported to the top management and shared with Narxoz University employees and alumni. To facilitate programme assessment efforts data are broken down by programmes. The key messages are taken as the basis for the further enhancement of the University's programmes, services and environment.

The Alumni Employers' Satisfaction Survey seeks the opinion of employers on levels of Narxoz graduates' professional preparedness in terms of knowledge, skills and attitudes. The survey is conducted through different channels such as electronic mail and social networks. The survey

⁹ Narxoz Alumni Survey <https://alumni.narxoz.kz/ru/page/statistics-and-reports>

results are placed on the website. They can illustrate employers' perception of Narxoz graduates' professional quality and help to determine ways of further improvement of academic programmes.

To confirm the quality of educational activities, the University seeks external expertise and regularly undergoes procedures of institutional and specialised accreditation in recognised foreign and national agencies. In 2017, Narxoz University was granted institutional and specialised accreditation of 30 programmes in the IAAR agency and received accreditation certificates¹⁰ for a period of 5 and 7 years. In the academic year 2020/2021, 17 educational programmes of the University received an accreditation (ex ante) by the IAAR agency.¹¹

As of now the University is also accredited by such professional entities as Association of Chartered Certified Accountants¹² (2018-2021); Chartered Institute of Management Accountants¹³ (2021-2023).

Complaints and appeals

Complaints by students follow an administrative route and are managed at the appropriate administrative level. The Registrar's Office deals with appeals through helpdesk service from students and their distribution to responsible structural divisions (expulsion, transfer, academic leave, appeal, complaint, archival reference, etc.).

In case of disagreement with the grade received for the comprehensive exam, students have the right to submit an appeal application within 24 hours from the moment the grade is announced. An application for an appeal is considered by the Appeal Commission for the final state attestation, approved by order of the Provost. In the event of force majeure, the conduct of a comprehensive exam is regulated by the relevant internal local act, taking into account the specifics of a particular situation. Respective procedures are installed for parts of examination such as the Master thesis.

The Agreement Committee¹⁴ is a permanent body for the consideration of individual labour disputes arising in the process of labour relations between the Employee and the Employer. The Committee may consider labour disputes on matters such as the collection of wage arrears, on changing the terms of the employment contract or on the application of disciplinary sanctions.

¹⁰ IAAR agency accreditation certificates (2017 y.) <https://en.narxoz.kz/quality-assurance>

¹¹ IAAR agency accreditation certificates (2021 y.) <https://en.narxoz.kz/quality-assurance>

¹² Association of Chartered Certified Accountants www.accaglobal.com

¹³ Chartered Institute of Management Accountants <https://www.cimaglobal.com>

¹⁴ The Regulations on the Agreement Committee of Narxoz University
http://portal.narxoz.kz/images/original_img/5cfa2397539a9.pdf

Appraisal „Management Structure and Quality Management“:

Narxoz has established and defined various bodies, academic and advice Councils as well as offices/departments for its administration and support services. The tasks and competencies of all involved bodies and functions are clearly and transparently regulated with a division of responsibilities. Based on the detailed descriptions of the QA system and the processes, but also taking into account the discussions during the online conference, the panel is convinced that the University's management and self-governing structures are functional and effective.

Narxoz has elaborated a comprehensible strategy for the whole University that considers the particular demands resulting from its profile, which means to meet Kazakhstan's demand for society and economy. The focus of study programmes is oriented to support the continuing transformation of the economy and society which refers to the economic, legal, technological and social development of the country.

The QA system for quality management has been well elaborated. The quality management system follows the Plan-Do-Check-Act-Cycle and is suitable for regularly examining the quality of teaching, research and administration. The quality goals are defined in the "Quality Assurance Policy". The aims correspond to the overall strategy and the University's profile.

The panel notes that the management of the University in 2021 re-designed many documents and processes including the University Strategy, the Quality Assurance Policy, the Quality Assurance Handbook, the Academic Policy and others that are accessible on Narxoz's website. Reflecting this change management the panel acknowledges that it will take some time to make all of these regulations and concepts a reality. In addition, the panel recommends Narxoz for the QA processes to consider elaborating action plans and SWOT analyses.

The competencies and responsibilities are clearly divided. The used QA instruments enable Narxoz to receive necessary information and data to react appropriately and enhance the quality of its activities. Feedback is received from students and faculty. But also external stakeholders are well integrated into the processes.

Overall, the panel concludes that Narxoz has installed a coherent institutional quality system and organisational framework that meets both internal and external requirements, and which addresses academic and administrative needs and purposes.

Narxoz has established an effective escalation management on all levels for students and for employees. The University members like students, teaching and administrative staff are part of Councils/bodies at University as well as at Higher School and department levels. Their participation in all areas of discussions and decision-making processes takes place regularly and systematically. Narxoz has well integrated external stakeholders such as alumni and employers in the AC as well as in different Councils. They can play an active role within the quality management system.

Quality Requirements	Exceptional	Exceeds the Quality Requirements	Meets the Quality Requirements	Fails to Meet the Quality Requirements
II. MANAGEMENT STRUCTURE AND QUALITY MANAGEMENT				
(1) Management Structure			X	
(2) Organisation of Localities	not relevant			
(3) Quality Management Strategy		X		
(4) Quality Management System			X	
(5) Quality Management Instruments			X	
(6) Escalation Management			X	
(7) Participation			X	

III. Studies and Teaching

Narxoz University offers educational programmes (Eps) at Bachelor, Master, and PhD level.

- 22 Bachelor's degree programmes are offered within the following areas of study: Business and Management; Law; Social Sciences; Environment; Mathematics and Statistics; Information and Communication Technologies; Services.
- 19 Master programmes are implemented in the areas of Business and Management; Law; Social Sciences; Environment; Information and Communication Technologies; Services.
- 8 PhD programmes including 1 DBA programme are offered within the area of Business and Management.

SCHOOL/UNIT ¹⁵	BACHELOR	MASTER	
HSEM	Accounting and Audit	Accounting and Audit	
	Finance	Corporate Governance, Compliance and Performance Appraisal	
	Finance and Data Analytics	Finance	
	Management	Management	
	HR and Business Planning	HR-Management	
	Marketing	Marketing	
	Marketing and PR Management	Economics	
	Economics		
HSDT	Digitalengineering	Data Engineering	
	Digital Management and Design	Smart Application Development	
	Applied mathematics in digital economics		
	Statistics		
HSASS	Ecology	Ecology	
	Social Work	Social Work	
	Tourism and Hospitality	Tourism and Sustainable Development	
	Restaurant and Hotel Business	Restaurant and Hotel Business	

¹⁵ HSEM = Higher School for Economics and Management; HSASS = Higher School for Arts and Social Sciences; HSDT = Higher School of Digital Technologies; HSLPP = Higher School of Law and Public Policy

	Environment and Sustainable Development	
	Psychological Counselling	
	Sociology	
HSLPP	International Relations	Political Processes and Security
	Public Administration	State and Local Government
	Law	Corporate Law
GSB		Business Administration (MBA)
		Executive Business Administration (EMBA)
		Financial Risk Management

PHD
International DBA
Accounting, Audit and Taxation
Finance
Management
Marketing
Economics
Business Administration
Public Administration

Regarding their subjects the programmes are oriented at Narxoz profile (to meet Kazakhstan's demand for society and economy. The focus of study programmes is oriented to support the continuing transformation of the economy and society which refers to the economic, legal, technological and social development of the country).

Moreover, the programmes are aimed to deliver learning outcomes that are in connection with the programme goals, the curricula and individual courses. The learning outcomes are formed on the basis of the Dublin Descriptors (of the relevant level of education), the National Qualifications Framework, and the sectoral framework and professional standards (if relevant). Learning outcomes are intended to describe the extent to which a learner has mastered the necessary competences. They have to be measurable and are oriented toward professional functions.

Planning of the programme content is based on competence-based approaches. In addition, the construction of the programmes is conducted through a process of forming blocks of mastered courses. Each programme consists of:

- General courses (mandatory at state and/or university level)
- Major (forming basic and professional competences of educational programme)

- Minor¹⁶ (forming additional competences for both professional and personal development of a student).

Another requirement to the content is the ability to design a flexible individual learning plan, which allows students to follow their interests and specialisation.

Students have access to the curriculum, to course content and study plans. The syllabus for each course provides information about the learning outcomes of the course, the number of ECTS credits, course content, requirements for examinations, methods of assessing student progress, scale and evaluation system, recommended and required learning resources of the course.

The organisation of the study process within one academic year is conducted based on the academic calendar. An academic year consists of two semesters (each for 15 weeks), intermediate certification periods (at least one week), holidays and internships. The final year of study includes the period of the final examination. For all students (excluding the final year students) a summer term has been introduced (at least six weeks) to meet the need for additional training and/or elimination of academic debt.

Programme development process

The process of designing and developing a study programme follows the “Regulation on Education Programs Development”¹⁷ and consists of several stages at the University where quality is continuously monitored and assured:

- First, proposals to develop a new programme are discussed on the level of academic departments.
- The proposal goes to the Quality Assurance Committee of the responsible Higher Schools. The Committee undertakes careful consideration of the proposal with reference to labour market needs and the educational market and assesses the opinions of all relevant stakeholders such as the School Business Council.
- If the School Quality Assurance Committee makes a positive assessment, the recommendation to introduce a new EP goes to the university level Academic Council.
- After recommendation by the Academic Council, the programme application goes to the National register system. According to the legislation of MES all programmes are subject to additional review by the experts of the National register of study programmes. Upon receiving a positive response (75/100) the programme is registered.

The regulation requires to apply a comprehensive approach for learning outcomes as well as using “modules”. Learning outcomes should be measurable and assessed during the educational process. Moreover, the Regulation describes the different “modules” for undergraduate, graduate

¹⁶ Narxoz offers a list of 35 minors.

¹⁷ Approved in 2021.

and MBA programmes as structural groups of courses, such as “State Compulsory Module”, Professional Module”, Language Module” etc. These groups of courses do not include a common examination. Instead, the single courses are the ones that imply the tests and exams.

Programme objectives

All programmes are uniform in their orientation toward the development of critical thinking skills, IT skills, and knowledge of the English language. Bachelor programmes are aimed at preparing a specialist who is able to apply knowledge and skills in a concrete professional area and develop interdisciplinary competencies and soft skills. Graduate programmes are aimed at preparing specialists who are able to synthesize practical experience with theoretical knowledge. The focus in PhD programmes is on the development of research skills and generation of new knowledge.

Narxoz has given three examples of specific programmes: Bachelor programme “Accounting and Audit”, the Master programme “Accounting and audit with concentration in “Corporate governance, compliance and performance appraisal” and the PhD programme “Accounting, Audit and Taxation”¹⁸. The University also submitted self-evaluation reports, curricula, syllabi, CVs of teaching staff of these study programmes as well as all relevant internal regulations and information.

The overall objective of the Bachelor programme Accounting and Audit is to train specialists in business and management with professional knowledge and skills in accounting, auditing and finance, who are adaptable to the changing requirements of the economic environment, with respect to demands in Kazakhstan and internationally. The Bachelor programme contains learning outcomes built on the Dublin Descriptors Level 1 and the National Qualifications Framework at Level 6 (corresponding to level 6 of the EQF¹⁹). The learning outcomes combine soft and hard skill priorities.

At Master level, the qualification objective of the programme Accounting and Audit is to train professionals capable of research and teaching, ready to make effective managerial decisions in accounting and audit in the context of uncertainty and variability of the economic environment. The Master programme contains learning outcomes built on the Dublin Level 2 Descriptors and the National Qualifications Framework at Level 7 (corresponding to level 7 of the EQF).

At PhD level, the aim of the programme Accounting, Audit and Taxation is to prepare PhD students capable of identifying and solving problems in various fields of accounting, auditing and taxation, as well as conducting independent research based on critical analysis of the theory and practice of financial, management and tax accounting, internal control, audit and analysis. The PhD programme offers learning outcomes, which are set in consideration of the need for consistency with the National Qualifications Framework. The highest descriptor (the eighth), requir-

¹⁸ See SER p. 46.

¹⁹ European Qualifications Framework

ing the candidate's skills in strategic management of institutional structures, requires a mandatory PhD degree and specific competences and knowledge.

Curriculum overview and module descriptions

Bachelor programmes have a workload of 240 ECTS and usually consist of six major groups of courses. For instance, the educational programme "Accounting and audit" contains:

- General Education module that consists of the courses that represent a compulsory component of the General Education required by MES.
- Major Required, School Required for Major, Major Electives: this group contains courses of a professional nature that are required for a Bachelor degree.
- Business Core required, School Required contains courses of a group of competencies beyond the qualification.
- Business Core electives, Minors: This group implies both independent choice of course and language of instruction.
- The Internship course is obligatory for passing by all students.
- The State Attestation contains all types of final assessment, including writing and defending a diploma project/thesis or state examinations in two major courses.

Bachelor programme Accounting and Audit

Groups of courses	ECTS credits
General Education	56
Major Required, School Required for Major, Major Electives	60
Business Core required, School Business Core Required, Business Core electives, Minors	100
Internship	12
State Attestation	12
Physical Training (ECTS not counted towards degree)	0
Total	240

At Master level the educational programme "Accounting and audit with concentration in "Corporate governance, compliance and performance appraisal" contains a minimum of 120 ECTS and consists of five groups of courses:

- State compulsory courses (General Education) presented in a Master degree are defined by MES.
- Major Required, School Required for Major, Major electives contain courses of a professional nature, the study of which is necessary for obtaining a Master degree in the chosen specialty.
- Business Core electives, Minors imply both an independent choice of courses and of language of instruction.
- Research internship and/or business internships that are mandatory for all students.

- The Master thesis focusses on research work to be carried out both during the theoretical training and outside the theoretical training. It is compulsory for all students.

Master programme Accounting and audit

Groups of courses	ECTS credits
School required / State compulsory module	20
Major required	21
Major electives	15
Business Core Electives	15
Research internship	37
Master's thesis / State Attestation	12
Total	120

The PhD programme "Accounting, Audit and Taxation" includes a group of advanced professional courses as well as research. With the final attestation the programme has a workload of 180 ECTS.

PhD programme Accounting, Audit and Taxation...

Groups of courses and research	ECTS
General Education	163
Major Required, School Required for Major, Major Electives	17
Total	180

The semester structure of the PhD study programme is designed to gradually increase the complexity and depth of the research component. While in the first-year research is mixed with the study of specialised courses to obtain the necessary research skills in economics, taxation, accounting and audit, the subsequent years are structured to allow full focus on research work in conjunction with research advisors. The courses are selected in "evolutionary" order with gradual complication of material to form deeper professional and research skills and competencies in order to achieve the stated learning outcomes.

In addition to the formation of research skills doctoral studies also aim to produce academic staff. 30 % of the time of the second semester (15 weeks) is set aside for teaching practice. The total course load is 10 credits - 300 hours (20 hours per week) of which 6 hours per week are contact hours and 14 hours are set aside for the independent work of the doctoral student. Subsequent semesters leading up to the defence are devoted directly to theoretical and empirical research within the dissertation research framework.

Didactic concept

The applied teaching methods and didactic tools aim to support the attainability of learning outcomes by the time of graduation at the required level. In particular, at Bachelor and Master levels, in addition to the compulsory courses there are elective courses, which allow the creation of an individual path to achieving the learning outcomes set at each level. The didactic concept of

PhD programmes aims at teaching students the skills and abilities necessary for a successful professional career in both corporate/ governmental and academic sectors.

Professors have academic freedom in their choice of teaching methods and forms of independent class work. The main teaching methods can be divided into passive (classical lecture; tests/ quizzes; guest lectures), active (discussions; individual presentations; essays) and interactive (work in small groups; case method; teaching practice). Specifically for PhD students passive, active and interactive learning methods are implemented jointly with innovative methods that require special platforms.

Examination concept

Examinations are conducted according to the schedule and are aimed at verifying that knowledge and competences have been acquired in accordance with the learning objectives of each course, which in turn are intended to correlate with the learning outcomes of the study programme as a whole. The form of examination in each academic course is set in the syllabus of the course. The students are assessed on the basis of published criteria, which follow Narxoz examination regulations²⁰. The assessment regulations for the final examination describe the criteria and procedure for the single course but also for the final thesis. Instructors are required to provide detailed feedback on student assignments. The University determines that the assessment of the coursework component is 60 % of the final assessment, while the final examination is 40 %.

Conditions of Admission and student recruitment processes

In 2021, Narxoz adopted by the decision of its Academic Council a document with the title Academic Policies²¹. It describes and regulates the main academic principles and procedures of Narxoz, inter alia those for admission. Moreover, Narxoz has installed rules of admission for programmes of postgraduate education including Master programmes. These internal regulations are based on and take into account the rules of admission approved by the MES. In 2021, MES updated these rules²² which stipulate in detail the procedure, criteria and responsibilities for the admission to higher education programmes.

As for the **Bachelor level**, the entrance examination was centralized across the country. HEIs no longer arrange examinations and are separated from admission except from anonymous review of candidates' research proposals by the University faculty. After documents' submission applicants have to register at the database of National Testing Center (NTC) of MES and at the scheduled time take online (written) examinations on the NTC platform.²³

²⁰ (1) Regulations on conducting intermediate attestations of students at "Narxoz University", 2020.; (2) Regulation on conducting the final attestation of students at Narxoz University, 2021.

²¹ Approved of NJSC "Narxoz University" dated October 19, 2021.

²² "Rules for Admission to Academic Programs at Higher Education Institutions.

²³ [Manual from the MES of RK on organization of admission exams to PhD programs](#)

- For citizens of the Republic of Kazakhstan: In accordance with MES requirements, to be admitted to the undergraduate programme candidates must take a UNT (Unified National Test). Performance on this test also serves as a competition for eligibility to receive a state educational grant. Narxoz University accepts both fee-paying students and recipients of state grants, in accordance with their results on the UNT. Internal scholarships are also available for the winners of various competitions²⁴. In the framework of the quality assurance process, the University team analyses the level of knowledge on particular subjects required for students of specific programmes.
- For international citizens: The admission of international students to study in HEIs on the Bachelor programmes on either state or internal scholarships or on a paid basis is carried out in the form of an interview or entrance test conducted by the University Admission Commission. Education documents issued by foreign educational organizations must pass the procedure of nostrification (recognition of documents on education) according to the legislation of the Republic of Kazakhstan after the enrolment²⁵.

During the online discussion Narxoz informed the panel that in individual cases parts of the 12th class of the secondary school can be recognised as time of studies. This is based on the following University regulation that is compatible with Kazakh law: The secondary education normally lasts for 11 years. However, there are internationally accredited high schools that offer 12 years of study in English. The curriculum of the 12th year of studies covers the foundation courses which correspond with the first year of the University curriculum. The Academic Council of Narxoz provides the ECTS transfer of courses of the 12th school year if their learning outcomes correspond with those of the first-year university courses.

For the **Master level**, the acceptance of applications is carried out by the admission committees in accordance with the requirements of the current legislation. It also requires a (different) comprehensive entrance test conducted by the NTC that allows students to compete for state educational grants. The required threshold points are 75 out of 150. Those who are not successful in the grant competition (but scored more than 75-points) are eligible for admission to Master programmes on a fee-paying basis. Students who receive language certificates (IELTS, TOEFL, DSH, Niveau B2/level B2, TFI, DELF, DALF) are automatically credited with plus 50 points.

Before 2021 the admission process to **PhD programmes** was carried out on a competitive basis by the University. However, the admission procedure for PhD programmes has changed and is currently regulated by the MES through a series of rigorous written and verbal examinations. Since 2019 there is also a language requirement; applicants can submit an international certificate of foreign language proficiency at the corresponding level of proficiency or be examined.

²⁴ <https://en.narxoz.kz/grants-and-discounts/>

²⁵ <https://en.narxoz.kz/admission/specificity/bachelor/#bachelor>

Positioning in the education market and the labor market

According to Narxoz University²⁶, one of the most powerful tools for positioning in both educational and labour markets is the participation in programme accreditation activities and rankings. For instance, since 2014 Narxoz University has been annually accredited by the Kazakh Independent agency for accreditation and rating (IAAR), having accredited 30 study programmes of all three levels in 2021. Narxoz University is also represented in the “Atameken” National Chamber of Entrepreneurs of the Republic of Kazakhstan ranking, ranked in the top 10 universities of Kazakhstan in 2020.

Atameken TOP 10 Universities in Accounting and Audit educational programme

Rating	HEI short name	Employment, %	Average Annual Tuition, EUR	Average Monthly Salary, EUR	Accreditation
1	KAZGUU	96%	2113	393	FIBAA, IQAA
2	KIMEP	87%	10931	613	FIBAA
3	ENU	89%	2613	339	IQAA/FIBAA
4	NARXOZ	79%	2045	315	IAAR
5	SDU	74%	2784	381	IAAR
6	KazATU	81%	932	317	IAAR
7	KGU	90%	779	174	ARQA
8	KSU	88%	954	220	IAAR
9	KazNU	81%	2954	274	-
10	NKZU	83%	898	236	IAAR

* Exchange rate is 440,06 EUR/KZT

In the framework of external evaluation at the institutional level, the University joined CEEMAN (International Association for Management Development in Dynamic Societies, 2016-2022), QS EECA Rankings, Times Higher Education Impact Rankings, GREENMETRICS, as well as various programme professional accreditations for specific EP, for instance ACCA and CIMA for the Accounting and Auditing EP.

With regard to the doctoral studies, Narxoz University positions itself as the only specialized economic university with PhD programmes that provide an in-depth development of skills and competencies in the field of economics through quantitative research and analysis (reflected in the courses such as "Advanced Econometrics", "Quantitative research methods in Economics"). In addition, most PhD programmes are ranked in the top-3 of the IAAR rating.

Another advantage of the Narxoz PhD programme on the educational market is the existence of the Dissertation Council in the area of economy, finance, accounting and audit, etc. For instance, during the period 2013-2020 100 % of PhD holders of the Republic of Kazakhstan in the field of

²⁶ See SER p. 51 f.

"Accounting and audit" are graduates from Narxoz University. Over the years there was not a single return of the doctoral student's attestation file from the MES on the quality of the thesis or compliance with the requirements.

Involvement of students in the planning of the learning process

Students are actively involved in the organisation of the academic process of the University and management decision-making. They are members of collegial management bodies both at the University level (Academic Council) and at the level of Higher Schools (Higher School Quality Assurance Committees) through the mechanism of nomination from the Student Senate. In addition, each semester the University holds a survey that collects anonymous feedback from students on the effectiveness of learning, quality of teaching and their learning experience in each subject for which they are registered. Students' opinions are discussed by both Higher School Quality Committees and the relevant Academic Council Committee, and these are taken into account when making management decisions on all levels.

During the online conference students confirmed the accessibility and quality of the information made available on the Narxoz website which they found easy to use and to navigate. Similarly, the information made available by faculties and departments was also valued by the students.

Research contribution to teaching in study programmes

A significant and integral part of University's activity is the research work of the faculty. In general, the faculty is widely encouraged to conduct research that would be useful for the education process. The involvement of research to the educational processes is a compulsory requirement to keep the necessary professional level of faculty and to improve the skills of students by forming professional and scientific competencies. Thus, the research results are utilised in the enhancement of faculty's own courses and programmes.

Moreover, Narxoz University adheres to the policy of zero tolerance toward any forms of research misconduct (falsification, fabrication, plagiarism). In December 2020 the Academic Council of the University approved the Regulation on Research Ethics at the University of Narxoz that is guided by international ethical norms including the European Code of Conduct for Research Integrity. The policy outlines the norms and principles of academic integrity and research methods.

Quality assurance of learning and teaching

High-quality and affordable education and the development of tools for the quality assurance of study programmes belongs to the priorities of the University Development Strategy. For this, an organisational structure and a set of documents in the field of quality assurance have been developed.

As described above²⁷, the quality system is regulated by and described in internal documents of the University: "Quality Assurance Policy; "Quality Assurance Handbook"; Regulation on University Quality Assurance Committee under the Academic Council"; Regulation on Higher Schools Quality Assurance Committees of the Narxoz University"; Narxoz University Faculty Grading Policy and others.

At the level of Higher Schools, there is a collegial body of faculty members with the participation of students - the Higher School Quality Assurance Committee. This body is useful for its cross-disciplinarity, as it includes experts from different departments, allowing for a well-rounded assessment of the programme. The scope of work of the Committees includes:

- review of syllabi, educational and methodological developments, development of assessment materials;
- approval of forms for evaluation of examination materials, pre-moderation of examination materials;
- reviewing, approving and monitoring the development of learning outcomes and curricula for EPs;
- discussion of the Educational Programme Development Plan.

Monitoring the quality of student learning is carried out through the development of an individual learning path, analysis of progress and attendance and determination of clear parameters for assessing students' academic achievements in coordination with the office of advisers.

The Higher School Quality Assurance Committees address all academic issues related to each study programme's content and structure, including programme learning objectives, learning outcomes, student workload, assessment methods, graduate employability, and stakeholder satisfaction.

At the University level, quality assurance policies and procedures for quality of teaching, learning and research are reviewed by a collegial body - the Quality Assurance Committee under the Academic Council. The Committee considers the reports and proposals of the Higher Schools Quality Assurance Committees and represents their interests before the Academic Council of the University.

Instruments for quality of programmes' evaluation

The Course Management Form is used to assess the quality of teaching in an individual course. According to Narxoz University policy, faculty members are required to complete the Course Management Form at the end of each semester for each subject taught.

²⁷ See chapter II.

To provide confidence in the quality of teaching at the university level, the Accreditation Department conducts the Faculty Teaching Evaluation Survey.²⁸

Based on the results of the survey, the accreditation department prepares a report and provides personalised access for faculty and for the administration of Higher Schools. The head of the academic department discusses the results of the survey with each teacher to further improve the content of the course.

The results of the survey shall help to identify areas of faculty improvement; serve as a feedback tool between students, faculty, and academic leadership; and allow the university to closely monitor and improve the quality of teaching.

In order to demonstrate to students that their feedback is valuable, the Higher Schools provide a so-called "Progress report" which outlines possible actions to implement student recommendations to actually improve their learning experience and is provided to the Vice-Provost for Academic Affairs. These reports are then made available to the Student Senate for discussion with the student body.

Faculty members participate in the assessment process through regular and on-request surveys. The Faculty Satisfaction Survey is conducted by the Accreditation Department and is a regular channel of feedback from Faculty to the university top management. The Faculty Satisfaction Survey measures the level of their satisfaction with working conditions, professional development and management at Narxoz University.

The Career Development and Alumni Relations division conducts the Alumni survey, which collects their feedback on career experience and the level of applicability of the knowledge and skills acquired at the University. The survey is conducted annually among alumni through an e-mail questionnaire, telephone interviews and online questionnaires. The survey determines the general impressions of the graduates, their level of satisfaction with the curriculum, academic and other services.

The results of the graduate survey are taken into account for updating the programme content (e.g. ratio of theoretical and practical elements; feedback on professional practice bases and internships); development of students' employability skills; personal development of students during their studies and identifying areas for improvement.

Reports on the alumni survey are reviewed by the University administration and are posted on the official website of the "Alumni Association of Narxoz University".²⁹

²⁸ See already above chapter II.

²⁹ <https://alumni.narxoz.kz/ru/page/statistics-and-reports>

Employers' opinions about the levels of professional preparedness of Narxoz University graduates in terms of knowledge, skills and attitudes are ascertained through the Employers Satisfaction Survey. This survey is also conducted by the Career Development and Alumni Relations Center by e-mail, mail, phone calls and meetings. The results of the survey are communicated to the management, faculty and staff of the university.

The results illustrate employers' perceptions of the quality of professional training of university graduates and help to identify ways to further improve academic programmes. Employer feedback provides insight into the quality of graduate education and can contribute to initiatives in adjusting current curricula and developing other proposals that meet the needs of employers.

Cooperation

Narxoz University has around 80 international partners in more than 33 countries around the world. Key cooperation areas include academic mobility, conferences and research cooperation, as well as joint and double degrees. In the framework of quality assurance all Cooperation agreements and MoUs go through a pre-moderation process at the department for International Development and the Academic Council. This is done to inform all relevant stakeholders of the potential areas for cooperation and reach a collegial decision in a transparent manner. The University is currently re-assessing all expiring MoUs in terms of their relevance and topicality in relation to the updated Strategy of the university.

Currently, the University is participating in several international projects from international donors such as ERASMUS+, UniCen, British Council, Tauw Foundation and the US Embassy in Kazakhstan. Three of them - from UniCen, Tauw and the US Embassy in Kazakhstan - are delivered by the following research centers: Sustainable Kazakhstan Research Institute and the Eurasian Center for Economic and Legal Research. The projects have direct practical application.

Projects' results and activities are integrated into the academic process. For instance, under the project "Creative Spark" (–supported by the British Council) the team has developed the course "Fundamentals of Entrepreneurship", run a series of competitions of student business projects - Big Idea Challenge (BIC), and launched business English language courses. Over the past two years, more than 1,000 students and 50 entrepreneurs have passed this course.

In addition, Narxoz holds close ties with global professional partners, such as ACCA GLOBAL³⁰, CIMA³¹, CIA³² CMA³³ that evaluates specific academic courses of the "Accounting and Audit" and

³⁰ ACCA is the Association of Chartered Certified Accountants, a global Chamber of Accountants (www.accaglobal.com)

³¹ CIMA is the Chartered Institute of Management Accountants (<https://www.cimaglobal.com>).

³² CIA means Certified Internal Auditor

³³ CMA is an Institute of Management Accountants providing Certifications for Accountants and Financial Professionals in Business.

“Finance and Data Analysis” departments, and awards exemptions based on the matching criteria of the syllabus and examination structure.

Appraisal „Studies and Teaching“:

Comparing offered study programmes at Bachelor, Master and PhD levels with the University’s profile it is apparent to the panel that Narxoz University has an adequate portfolio. The study programmes are in line with the University’s strategy and enable the University to attract national and international students. As far as the study programmes on Accounting and Audit at all levels are concerned the panel welcomes that Narxoz has developed of clear and detailed programme objectives.

During the online conference the panel had the opportunity to talk to the President and members of the management, to heads of Higher Schools, to faculty members, students and graduates as well as to administrative staff in order to discuss and assess the admission processes, contents, structure, learning and teaching environment as well as quality assurance instruments for Studies and Teaching. The panel saw a very dedicated and motivated team at all levels. The teaching staff was highly committed when reporting about didactic approaches and teaching and research activities.

The panel notes that the admission process is stipulated and influenced by the MES to a large extent. Within this legal frame Narxoz uses its scope to achieve applicants who are motivated and show good results in their admission tests, also in their language proficiencies.

The documentation of the presented study programmes demonstrates that Narxoz is capable of developing suitable concepts for study programmes that in their qualification objectives are oriented towards the national and international qualification frameworks and the respective educational levels. In its Regulation on Programme Development as well as in the curricula Narxoz is using the expression “module” which is meant as structural group of courses; it is not a module in terms of the European Standards and Guidelines. Moreover, Narxoz ensures predictability in teaching and examination operations. However, regarding the description of prospective examinations the panel formed the view that especially the syllabi could be more explicit and informative, and the forms of examination could be more diverse.

The students-centred teaching and learning approach motivates the students to play an active role in designing of and taking part in the learning process. The panel welcomes that student-centred learning (such as problem-based learning, case studies, interactive learning, and the use of technology for pedagogic purposes) is practised systematically.

The didactic methods contribute to creative learning and the educational environment. Internships and practice-oriented training enable the students to gather experiences and develop professional qualifications.

When assessing the mutual relations between research and teaching the panel concluded that a transfer from research activities to the area of teaching is definitely ensured. The panel welcomes that students of all three levels (Bachelor/Master/PhD) are involved in University’s research activ-

ities. Especially, starting with scientific work at the Bachelor’s level ensures a solid foundation to build on at the Master’s and afterwards PhD level. It promotes the research mindset of the students and their individual research efforts. Regarding the research strategy in general, please also see chapter IV. “Research”.

The panel formed the view that Narxoz established a quality management system for studies and teaching, which also ensures compliance with the European regulations (ESG, Dublin Descriptors, ETCS Users Guide). The information resulting from the quality assurance instruments in studies and teaching is evaluated and the findings obtained are transferred into specific measures for the programmes’ improvement and further development.

The teaching staff and the students confirmed during the online discussion that surveys take place and that the results are communicated and taken seriously. The panel appreciates Narxoz’s efforts to get feedback from faculty staff, students, graduates and employers. Also, the panel welcomes the involvement of faculty members and students in collegiate bodies and councils which allows them to take part and have an impact on the different processes and developments. This also applies to the different steps of quality assurance.

The panel learned from the students that they prefer studying at Narxoz University also because of its quality assurance culture and because of the external accreditations.

The University holds cooperation agreements with many partners from various fields in the frameworks of studies and teaching that correspond to its study portfolio. Exchange for students and lecturers, dual degree options, research cooperation are supported by cooperation with universities abroad. However, the panel recommends increasing the number of students actually taking part in exchanges abroad and improving and widening the cooperation with business and industry in order to further improve the students’ employability.

Quality Requirements	Exceptional	Exceeds the Quality Requirements	Meets the Quality Requirements	Fails to Meet the Quality Requirements
III. STUDIES AND TEACHING				
(1) Study offer and qualification objectives			X	
(2) Study programmes’ quality			X	
(3) Research transfer to the areas of studies and teaching		X		
(4) Quality assurance			X	
(5) Cooperation			X	

IV. Research

In its revised Strategy for 2020-2025 Narxoz University develops the vision for 2025 “to be an internationally recognized University based on accredited programmes and research, attracting talented youth from Central Asia to support positive economic and social change.” Narxoz stresses the “Recognition of Research” as one out of four strategic priorities. The Strategy emphasises academic freedom and states that focusing on applied research and development of research priorities will not limit its scholars in conducting their research in other areas³⁴.

According to the Strategy 2020-2025, it is the task of the Academic Council of the University to define priorities of research. After collecting proposals from faculty members and conducting focus groups the first revision of the research priorities was done by the Academic Council in October 2021. The previously stated research priorities have been revised in compliance with the updated university strategy and the Academic Council adopted the revised research priorities in November 2021 as follows:

1. Socio-economic development within the framework of the SDGs³⁵
2. Creative Economy and Entrepreneurship
3. Gender Economics and Cultural Studies
4. Digitalization and data-driven management
5. Research in education and management of science
6. Research in Law and Public Administration.

Defining research priorities is aligned with the strategy of the University to increase horizontal and vertical collaboration among scholars and students. Horizontal collaboration is possible through creation of research clusters around priorities. The research priorities also help for vertical collaboration that allows involvement of Bachelor, Master and PhD students into the activities of research clusters. For Narxoz, this collaboration is crucial for sustainability as it allows the nurture of young talents that will join existing research clusters.

Research activities

Collegial decision-making and involvement of stakeholders are the main principles for organizing research activities. As part of the Strategy review in October 2021, the former Research Council was discontinued, and its functions were delegated to the Academic Council and most functions were in turn delegated to the newly established Research Committee. All major decisions related to research are made by the Academic Council. To expedite decision-making and bring in specific expertise, the Academic Council relies on Research Committee recommendations. The Research Committee consists of representatives of faculty, students, and research centres. The following graph shows the main internal stakeholders related to research. The new organisational structure

³⁴ See SER p. 59; see also NARXOZ UNIVERSITY STRATEGY 2020-2025 (adjustments for 2021-2025), pp. 21.

³⁵ Sustainable Development Goals of the United Nations

of the University adopted in June 2021 emphasises the role of research through introduction of the Vice-Provost for Research position. The Vice-Provost for Research coordinates activities of the Library, Research Department and PhD Programme.³⁶ Heads of Higher Schools work together with the Vice-Provost for Research in organizing the research activities in their Schools.

The Research Committee has the following competencies:³⁷

- Development of recommendations and proposals regarding the University strategy in the field of research activities.
- Discussion and development of proposals for the creation, reorganization and closure of research centres, scientific laboratories of the University, renewal of scientific equipment.
- Discussion on internal documents and regulations affecting the scientific aspects of the University.
- Development of recommendations for the formation of priority directions for the development of science at the University

The Research Department is tasked with the overall coordination of the research activity in the University. Its functional duties focus on activities such as:

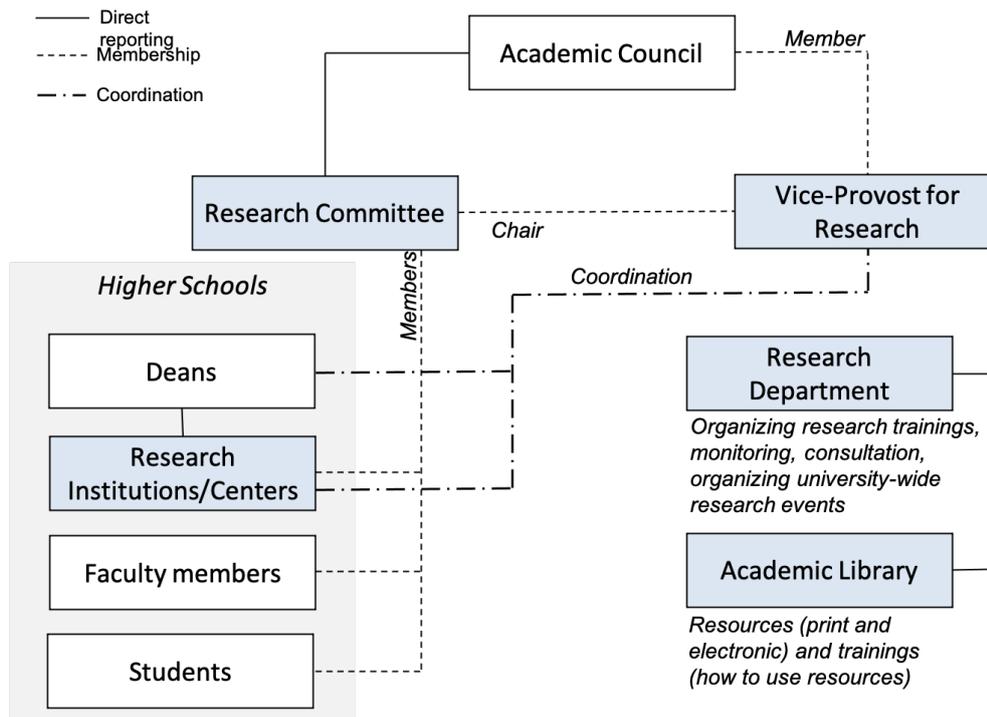
- Support of grant projects through consultations, support in application and internal approval processes and advice on various project calls.
- Support of the research centers' activities in coordination with Higher Schools' Directors.
- Working with the databases and monitoring university publication activity in Scopus, Web of Science, and local journals.
- Support for two periodical journals: Central Asian Economic Review and Narxoz Law and Public Policy in coordination with Editorial Boards.
- Coordination of student's involvement in research through representatives of the Higher Schools and based on Research Committee decisions.

Main stakeholders in organising research activities at Narxoz University³⁸

³⁶ See also above chapter II.

³⁷ Policy on Research Committee

³⁸ The chart is developed based on Policy on Academic Council, Policy on Research Committee, and Organizational Chart of Narxoz University



To promote research and development Narxoz University has established four research centres³⁹, whose primary functions include applying to grant projects, collaborating with the industry, organization of events and publication of research: Sustainable Kazakhstan Research Institute (SKRI); Eurasian Centre for Economic and Legal Research (ECELR); Silk Road Case Centre (SRCC); and Gender Economic Research Project (GERP).

Promotion of research

Narxoz University introduced a KPI system. Research is weighted in comparison to other criteria (media-activity, etc.) The highest marks were allocated for publications in peer-reviewed international journals (with indexation in Scopus, Web of Science databases).

In 2021, the University has switched to a grading system that consists of the levels: lecturer, senior lecturer, assistant professor, associate professor, and full professor plus adjunct assistant professor (special appointment) and adjunct associate professor (special appointment). These ranks and each position except lecturers are divided into three grades. In this system those who mostly prefer local publication venues, including journals indexed by the Committee on Control in Education and Science Sphere (CCESS) to international journals may choose so and receive 3rd grade of assistant/associate/full professor retaining their previous salaries. Those who would like to disseminate knowledge to the international community of scholars may apply for the 2nd and 1st

³⁹ Narxoz University research centers. <https://narxoz.edu.kz/research/institutes/>

grades of each rank which require publications in Scopus/Web of Science Core Collection journals.

The University launched a Professor-Researcher programme in 2015 that allowed a decrease in teaching load of up to 50 % for academic staff that want to focus on research. Candidates for Professor-Researcher positions presented their research plans. Although no target agreement was made, the research plan outlined expected outcomes that should be achieved. At the end of the 2020-21 academic year nine professor-researchers published ten articles in the Q1-2 publications of Scopus and Web of Science databases, four book chapters, participated in more than 20 conferences and prepared students to participate in various research contests and taught webinars on research.⁴⁰

The University also supports the activities of the Research Centers through fully funding research centre directors' salaries and full reduction of their teaching load. This allows directors of the research centers to focus on research activities.

Given that research methodology is continually under development in Kazakhstan the Research Department organises research trainings and summer and winter schools for faculty members. The Policy on Grading of Academic Staff requires 1st and 2nd grade assistant/associate/full professors to conduct at least 12 hours of research seminars to share their knowledge with peers.

Good scientific practice

In December 2020 the Academic Council of the University approved the Policy on Research Ethics at Narxoz University. The Research Ethics Policy is guided by international ethical norms including the European Code of Conduct for Research Integrity. The policy outlines the norms and principles of academic integrity and research methods. On the basis of this document Narxoz University installed a Committee for Research Ethics. In 2020 its activity was focused on the assessment of doctoral theses and whether they satisfied the requirements; this is one of the requirements of the Ministry of Education and Science for doctoral dissertations. To ensure good conduct in research Narxoz University is a member of the European Network for Academic Integrity.

In November 2021, the existing regulations were complemented by the Policy on Research Ethics Committee that clarified the activities of this body and expanded its scope. The focus of the Research Ethics Committee shifted to prevention of unethical practices and ensuring good scientific conduct. The Committee can provide recommendations to all departments and schools at the University. It also has the power to recommend disciplinary actions. The scope of activities now includes ethical approval of data collection instruments and research methodology. In case the expertise of the Committee members is not sufficient the Committee can invite external experts. If

⁴⁰ Research Council decisions on Professor-Researchers reports https://drive.google.com/file/d/1-Isa3qCwsP6UnWolxdVHstmAEB_h0AzI/view?usp=sharing

the Committee finds misconduct in published materials or dissertations, it can recommend that relevant bodies institute disciplinary actions against violators.

To prevent publications by Narxoz University faculty members in predatory journals, the Policy on Grading of Academic Staff, discourages such publications by two means: First, there are no requirements to publish in Scopus or Web of Science indexed journals for staff who wish to do applied research and disseminate its results in local venues (3rd grade). Those who publish in international peer reviewed journals are incentivised by higher grades (1st and 2nd grade) that come with higher salaries. However, those who have at least one article in predatory journals in the last three years cannot apply for 1st or 2nd grade of assistant professor, associate professor and full professor positions for three years after publication.

Courses on Academic Writing for students, the research ethics component in Research Methods and other courses, regular trainings and seminars, online tools, and membership in relevant organizations are part of this process to educate on good research practices.

Quality assurance in research

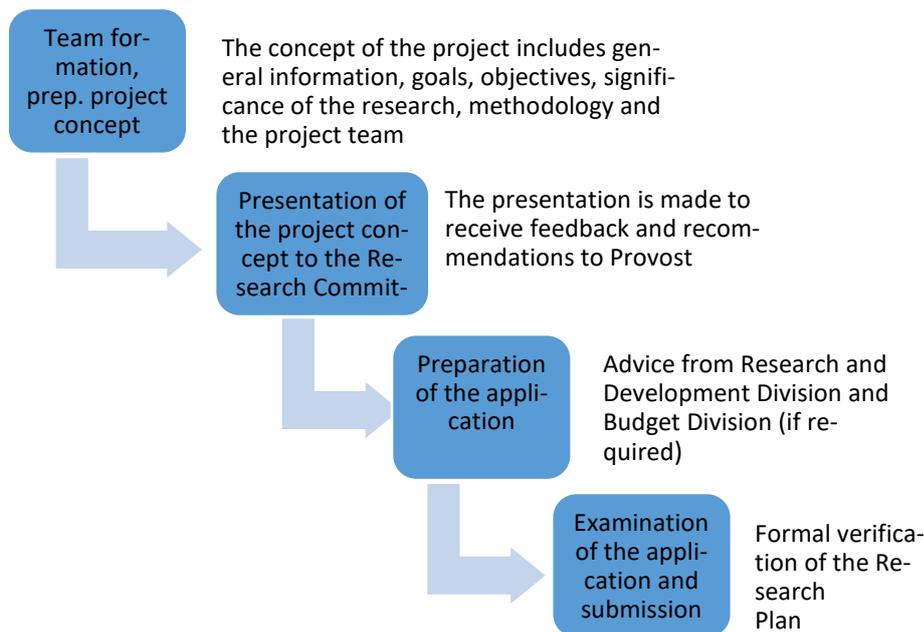
The quality assurance measures at Narxoz University are implemented at student and faculty levels. They include pre-moderation of grant application and article submissions, feedback, post-publication and project implementation monitoring.

At the faculty level there are different measures for research projects and publications. For research projects that require University administration of funds, faculty members first present the project concept to the Research Committee for feedback and recommendation. If accepted, faculty members get support from the Research Department in writing the application and calculation of budget.

At student level particular attention is given to doctoral students' research process. At the end of each semester doctoral students present short research progress reports in written and oral form to the attestation committee that provides feedback and recommendation for improving the work. This allows timely identification of major issues faced by doctoral students in their research. In the first two years of their study doctoral students need to present their research proposal to the Research Committee. Before the Viva Voce, doctoral students need to undergo two pre-defences at their respective department and get the approval of the Research Ethics Committee on the conformity to research and publication ethics.

The following graph shows the steps for developing Grant Proposals. The process is balanced as the quality assurance comes with support. The presentation of the project concept to peers in the Research Committee also helps receive feedback to improve the proposal.

Steps in grant proposal preparation



One of the key quality assurance mechanisms is the pre-moderation of monographs and books published by recommendation of the Narxoz University’s Academic Council. Publishing houses in Kazakhstan require recommendation from the universities’ academic councils to publish a monograph. Before being presented for the approval of the Academic Council, the authors sign the Declaration on Conformity to Research and Publication Ethics and get approval of the Research Ethics Committee. Then the draft is discussed on the Research Committee, which provides recommendation to the Academic Council. The Academic Council decision mostly relies on Research Committee’s recommendation.

Research articles submitted to the journals managed by Narxoz University (Central Asian Economic Review⁴¹ and Narxoz Law and Public Policy⁴²) are first reviewed for structure and scope, undergo plagiarism check and then are sent out for peer review. Articles submitted by faculty members to other publication venues outside Narxoz University are not subject to pre-moderation as they are peer-reviewed by journals. However, to help faculty members to choose reputable journals and ensure the quality of research output by authors from Narxoz University, the Policy on Grading of Academic Staff discourages such publications as they negatively affect promotion. On the other hand, the University provides a tool, as mentioned above, for faculty members to check the quality of the journals and identify their possibility of being “predatory”.⁴³

⁴¹ Central Asian Economic Review website. <https://caer.narxoz.kz/>

⁴² Narxoz Law and Public Policy website. <https://narxoz.edu.kz/research/nlpp/>

⁴³ <https://narxoz.edu.kz/journalcheck>.

Another mechanism of quality assurance is the assessment of professor-researchers' reports. This is conducted collegially through the Research Council. The key goal is to understand the challenges, gaps in the progress reports, to understand how the efforts can be supported on the administrative level and how strategy related to researchers can or should be changed.

Research cooperation

The University encourages cooperation between faculty in research through various means. Research centres are expected to involve academic staff and form research clusters. These clusters allow knowledge sharing, increase research productivity and ensure sustainability of the centres. For example, SRCC⁴⁴ has brought together lecturers and students to work on research cases. The result of such collaboration was published in a Scopus-indexed international peer reviewed journal.⁴⁵

Faculty members are encouraged to form teams and apply for grant projects. The Research Department disseminates information about calls for proposals for financing research and provides support in preparing proposals. One of the examples of cooperation among Narxoz scholars and bringing in scholars from other universities is Ministry of Education and Science sponsored grant project titled "Integration of local researchers into the global scientific community: The challenges and possible solutions in the case of Kazakhstan". Another government-sponsored project "Diffusion of innovations, knowledge spill overs and economic growth of the regions of Kazakhstan" resulted in a map, database, PC-software and monograph with the same title.

In its SER the University also has described the participation of faculty members and students in several projects at national and international level. One of the most practically oriented projects 'Alternative approaches to dust suppression of mine tailings; development of above ground phyto capture for arsenic pollution in gold mines', was carried out by the SKRI⁴⁶ at Aksu mine in Kazakhstan with the support of the Tauw foundation. The objective of the project was to identify which trees and in what quantity (a phytosanitary barrier) should be planted around the mine in order to catch dust particles to decrease neighbouring settlements' exposure to hazardous particles.

Another one is the Gender Economics Research Project is implementing a project from UN Women related to conducting research about unpaid female labour, which involves research projects, publication, events, and recommendations to the national bodies.

Narxoz University has signed an agreement with JSC 'Information and Analytical Centre' that reports to the MES and supports it with analytical reports. Under the agreement, Narxoz University participates in a two-year project with a budget of USD 300,000 on forecasting school enrolment and improving schools' financing in Kazakhstan.

⁴⁴ Silk Road Case Center

⁴⁵ <https://journals.sagepub.com/doi/abs/10.1177/22779779211036507>

⁴⁶ Sustainable Kazakhstan Research Institute

Appraisal „Research“:

The panel noted that policies, processes, and regulations on research are in place that govern undergraduate and graduate research projects as well as those of University units and of academic staff members. The panel also noted that Narxoz has stressed the importance of its research activities in its Strategy 2020-2025 as one out of four priorities. Based on the activities of the Academic Council, the University has defined several subjects that the different units will focus on. Thus, Narxoz University pursues a comprehensible research strategy as it set clear directions by prioritising and by agreeing on realistic, achievable and measurable targets for the next years.

The panel welcomes that the University has installed Research Centers for different thematic areas that are able to focus on specific subjects. It notes that these Centers as well as Narxoz's staff members are participating or even creating research projects at national or international level, in some cases applied research. The panel paid attention to funding of research, both internal and external. It noted that there are public funds for projects at the national level but also at international level (e.g., UN). It formed the view that the University should increasingly accompany external financing of research projects with substantial contributions to strengthen the overall University's research capacity and quality in a sustainable way.

The panel welcomes that Narxoz has introduced incentive tools such as grading policy and the reduction of teaching load. This can motivate faculty and units to do research in their respective subjects as well as to increase the quality of their research, such as publications. Overall, the panel supports this practice and orientation.

Narxoz has implemented instruments that ensure a good scientific practice such as an external and a self-designed Anti-Plagiarism software and an Academic Policy for Scientific Work. In addition, especially European academic partners are invited to hold workshops and seminars on research methods. The panel appreciates the awareness of good scientific practice that plays an essential role in Narxoz's quality expectation and quality understanding.

Narxoz's quality management system includes instruments and methods for regular assessment of research quality. This system is based on internal assessment, especially through the Research Committee and the Provost. The research papers are subject to internal quality control as far as Narxoz's journals are concerned. Also, for external journals faculty members get advice on the quality of the scientific journals. The panel formed the view that this quality management system and the included instruments and procedures are adequate for regular assessments of the quality of research.

Narxoz University promotes a culture of cooperation in research, especially when it comes to projects with other universities or institutions. Taking into account Narxoz's financial needs these project-oriented research activities are supportive. On the other hand, the panel has the view that the University should also strengthen its cooperation with business and industry to enable more applied research projects.

Quality Requirements	Exceptional	Exceeds the Quality Requirements	Meets the Quality Requirements	Fails to Meet the Quality Requirements
IV. Research				
(1) Research strategy			X	
(2) Research activities			X	
(3) Promotion of research			X	
(4) Good scientific practice			X	
(5) Quality assurance in research			X	
(6) Research cooperation			X	

V. Services (Administration, Counselling, Academic Support)

A significant part of University activity is dedicated to servicing various groups of stakeholders. According to Narxoz University⁴⁷, these activities are related to marketing and recruitment, financial aid, student affairs, psychological support, advising office, office of the Registrar, Career Development and Alumni Relations as well as International Development and Partnerships Office.

Marketing and Admissions

The Marketing and Admission Office is responsible for recruitment of students (of all levels) and management of the public profile of the University, including the website and social media. The aim of the Office is to organise the process of attracting and enrolling a qualified cohort of Bachelor, Master and Doctoral students. This requires close interaction between the Office and other units of the University. The process includes providing information to enable applicants to make an informed decision, conducting recruitment and admission campaigns, organising the admission process and ensuring the enrolment of qualified students. Applicants can get advice and information. Counselling of applicants is conducted in many forms - face to face at the university, online, or as part of external visits and outside events⁴⁸.

⁴⁷ See SER p. 72 f.

⁴⁸ For the admission process see chapter III above.

In order to improve the quality of consultations, a ProTeam is recruited each year among the students of all specialties and cohorts⁴⁹. Admission officers provide detailed information on admission procedure, academic and future opportunities, while the students share their experience.

Following the results of the admission campaign, the Recruitment and Admission Department launches an online survey to assess the quality of services of the Admission Committee on various parameters, including the willingness to recommend the Admission Committee. One third of the applicants indicate that their choice of the University was influenced by the Admission Committee.

Financial Aid

The University administration supports students from different social categories. The grants vary from state ones (for which the University competes for by sending information on programmes) to internal grants.⁵⁰

Financial support at Narxoz University is aimed at supporting students with high academic performance. Education grants are offered to incoming class, as well as the active students. Official university policies determine the conditions and procedures for the provision of educational grants to students. The regulating mechanisms include a Committee of grant allocation and a Financial Aid Manager, who advises the students and manages financial aid information. The Committee decides on granting educational grants.

Financial benefits vary from full grants to stipends to partial discounts. The reasons for grant allocation vary as well. For instance, a 50 percent discount on education is extended on the basis of the social status of orphans, students with disabilities and parents with disabilities. The Committee reviews all applications for grants and, in exceptional cases, may refer the case to the Board of the University.

Student Affairs

The Student Affairs Office is a vital unit of the University that is coordinated by the Vice-Provost for academic affairs and, inter alia, by the Provost of the University. The Student Affairs Office services the students in related to both academic and non-academic activities:⁵¹ organisation of university-wide events for students; coordination of all student organisations and clubs; coordination of the student senate; and advising the students at university affairs.

One of the main activities of the Student Affairs Office is the organisation of university-wide events to help support the formation of a creative, open and progressive youth. The events are usually linked to significant dates, holidays of the Republic of Kazakhstan and organized accord-

⁴⁹ See also below chapter VII.

⁵⁰ <https://en.narxoz.kz/grants-and-discounts/>

⁵¹ <https://narxoz.edu.kz/student-life/drs>

ing to the proposals and initiatives of the students. Also, as part of the organization of university-wide events, an annual “Orientation Week” is held for first-year students.

The Student Affairs Office also organises student housing. Narxoz University has three dormitories. When the dormitories are full the Office helps students to find appropriate housing in Almaty that satisfies their needs and budget.

As part of the Student Affairs Office in 2019 a Psychological Service was added to the function of the department. The psychologist works full-time and caters to both students, staff and faculty members of the University. This service was especially helpful during online learning and everyone adjusting to life during and after the pandemic.

To efficiently organise student support, helpdesk online service was created in 2021. Among other things, the Office of the Registrar organises free medical examinations for students under contracts with medical institutions. This process has become especially important in the context of the pandemic.

The Student Senate coordinates the activities and promotes the development of student self-governance at the university. The purpose of the Student Senate of Narxoz University is to represent the interests and protect the rights of students. The Student Affairs Office coordinates the process of elections and provides organizational assistance to the Senate after its formation.

Narxoz University is committed to establishing a student-centered international standard service delivery. The Advising Office was established in August 2021. Its main purpose is to advise students on academic pathways, professional certifications and minors, as well as assisting students in understanding the academic and other policies of the university. The office provides services for students such as academic counselling to students on Bachelor's and Master programmes; transfer of credits for formal and non-formal education; recognition of the learning outcomes of non-formal education for students.

Online learning platforms and IT services

The University provides all modern IT infrastructure and services for students and staff. The IT specialists are constantly available on standby, and many services are available online through Narxoz Mobile service and website. The Banner system is used to register students, generate transcripts, and set-up class schedules for all university levels. More extensive information on IT services is presented in Standard 6 of the report.

Narxoz University uses a Canvas Learning Managements System (LMS) that provides learning support for all University students. This is crucial both for supporting the education process during the pandemic, but also enriching the academic process for students on a constant basis. The

Canvas system of the University⁵² provides individual pages for each course and wide opportunities for organizing the course online.

Career Development and Alumni Relations

A key indicator of the quality of the organisation's work is the success of graduates on the labour market. To support students in their transition to professional lives, the Career Development and Alumni Relations division was established at the University in 2005. One of the key functions of the division includes organising internships of various formats, represented in the business cycle of the process. Students can apply for an internship or for a job search getting assistance online. In 2020-21, despite the pandemic, 900 students in the graduating class received informational letters and consultations on internships, 300 out of which were successfully placed into internships. Narxoz has several hundreds of partners; notable ones include companies such as the "Big 4"⁵³, Nestle, Carlsberg, Air Astana. The division also organises Job Fairs several times a year.

Developing Alumni relations is another strategic direction of Narxoz University. The Alumni Association commenced its activities in April 2019.

International Development and Partnerships Office

Narxoz University positions itself as an international university that aims to integrate into the global educational space.⁵⁴ The International Development and Partnership Office coordinates international activity at the University and focuses on the following areas, among others: organising international academic mobility for students and faculty; coordination of international grants, programs and scholarships; managing cooperation with international organizations and HEIs.

In the last ten years the Office has organised outbound academic mobility and joint degree programs for 465 students (Europe 250 students, United States 12 students, Asia 105 students and Russia 98 students). Academic mobility opportunities are available to students of all levels, including international students. They include state grants, the Erasmus+ programme and others. Over the past ten years, over 60 students have studied in double degree programmes with various universities. The Office also organises outbound international internships through the Bolashak programmes and Erasmus+ mobility. In the last five years, 94 international full-time students, 18 international employees and over 100 international students participated in these programs. In the last ten years 328 incoming students have visited the University, with 97 % of them coming from CIS countries and remaining 3 % from the USA, Europe and Asia. The Office currently has agreements with over 80 international universities in 33 countries and is constantly looking to expand opportunities and find new fruitful and sustainable partnerships. To build on international opportunities, the Office organises regular meetings and events with partners, which in-

⁵² <https://canvas.narxoz.kz/>

⁵³ The BIG 4 include PwC, KPMG, Deloitte and Ernst & Young.

⁵⁴ For more information see <https://narxoz.edu.kz/global/>

cludes an International Week, Global Week, Global Talks, webinars for international students, guest lectures.

Appraisal „Services“:

Narxoz University provides services for different areas of its performance such as the admission process, financial aid for students, IT as well as academic exchange. Apart from the responsibilities of the MES, Narxoz has a clear and transparent admission and counselling procedure and service for national and international students. The services offered by the University are documented in a particularly clear and user-friendly manner and they are easily accessible. They enable the internal and external participating members to operate in a particularly effective and efficient manner.

During their studies, students are guided not only by the academic staff but also by the administration. Students in unfavourable financial situations can apply for internal and external scholarships. The financial aid programmes are transparently promoted through different channels, events and activities.

Narxoz University also developed a career service which includes contact with alumni as well as organising internships for students at the national and international levels. The panel notes that the division responsible is very active in contacting companies and other organisations. However, as this service has a strong impact on students' employability and the percentage and number of graduates employed could be increased. Based on the discussion during the online conference, the panel formed the view that Narxoz may improve the career service by intensifying the individual support of students when looking for a job. Therefore it recommends the University evaluate the career service in terms of additional measures that could be taken.

In its SER for this accreditation procedure, Narxoz University has described several services that it recently renewed in terms of changing responsibilities or adding services such as Student Affairs, Psychological Support and the Advising Office. All of this happens for improving the quality. The panel is convinced that the respective evaluations of the administrative staff and units are adequate and efficient and will increase the students' satisfaction insofar. This allows for continuous feedback and the results can be transferred to specific measures for further development.

The expert panel is convinced that the instruments and the methods within the quality assurance system are convenient and that the students get a very student-oriented service. Their opinion and their wishes are considered and taken seriously.

Quality Requirements	Exceptional	Exceeds the Quality Requirements	Meets the Quality Requirements	Fails to Meet the Quality Requirements
V. SERVICES (ADMINISTRATION, CONSULTING AND ACADEMIC SUPPORT)				
(1) Services			X	
(2) Assessment of services			X	
(3) Further development of services			X	

VI. Resources

As the on-site visit had to be replaced by an online conference because of the Covid-19 pandemic Narxoz made available to the panel numerous photos of its building, rooms, and the library as well as descriptions in the self-evaluation report thereof.

The University has two academic buildings, three student dormitories, a sports stadium, sports building and fitness club with a swimming pool, canteens and buffets with a total area of 91,263 square meters. All buildings and parts of the University are located in Almaty city. The campus includes classrooms each of them with the capacity to accommodate 50 -120 students, offices, laboratories, meeting and workrooms, all of which are fully compliant with safety, public health and quality requirements set by the state for higher education institutions.

Information systems and IT

The main information systems⁵⁵ of Narxoz University are Banner Student, Argos Enterprise Reporting, Stimulsoft, Narxoz Mobile, IP, AIS Banner Research, Internal AILS MegaPro, ACS, Narxoz Card, Classrooms Booking System⁵⁶, Counselling Psychologist⁵⁷, and LMS⁵⁸ Canvas.

The Banner Student system provides an automated solution for monitoring admission, enrolment, registration, educational process management and curriculum assessment. The system allows the student to form an individual learning path.

⁵⁵ Information systems <https://portal.narxoz.kz/>

⁵⁶ Classrooms Booking System <http://booking.narxoz.kz/>

⁵⁷ Counselling Psychologist <http://psycho.narxoz.kz/>

⁵⁸ Learning Management System

In 2021, Narxoz University introduced the open-source Canvas learning management system (LMS)⁵⁹. The main purpose of the Canvas LMS implementation was to ensure students had integrated user-friendly access to the online resources of academic programmes, to facilitate more effective communication between faculty and students and to systematize basic quality assurance for administrators. Canvas allows schools and educators to measure and track student skill development and progress. In addition, course creators can use the Course Import Tool to bulk upload pre-existing LMS course packages and / or course materials.

Teachers are required to upload all course materials to the platforms, while students have 24/7 access to all course materials. Grading and uploading answers to midterm and final assignments is also done on the LMS platform.

To improve the reliability and fault tolerance of server equipment, a Data Processing Centre (DPC) is in place and all critical university equipment is managed by it. Each building has independent fibre-optic communication channels, which increases the reliability of the infrastructure. All employees, faculty and students have access to free high-speed Wi-Fi in all buildings.

In the 2021 - 2022 academic year, the University has 1,483 personal computers (PCs), out of which 744 (50 %) are used in the educational process. They are located in 25 computer classrooms and 11 specialized laboratories, 73 classrooms in the second campus building, 14 in the business school and two are at the military department with three in dormitories.

The material and technical base also includes office equipment, projection equipment, network and telecommunications equipment, including multifunction printers, copiers, printers, scanners (340 units), projectors (205 units), servers (15 units), network equipment (328 units), and Telecommunication equipment (154 units). Lecturers and students at the University have access to all PCs (when they are not being used for classes) in the computer classrooms.

To carry out laboratory work in specialised disciplines, there are the “1C Laboratory”, “Electronic Learning Laboratory” for Finance and Data Analytics students and a “DataScience Lab”, “Newton Lab”, “Cybersecurity Lab”, Graphics & Media Lab” and “Cloud Computing Lab” for students in the School of Digital Technologies. Multimedia facilities are also available in the linguistic centre.

Library

The library is guided in its activities by the legislation of the Republic of Kazakhstan, internal documents of the University, organisational and methodological documentation of the library and the Regulations of the Library Committee, Committee of the Academic Council.

At meetings of the Library Committee, decisions are made on the acquisition of information resources (printed and electronic editions) for the fund of the Library, in Kazakh, Russian and English languages. The library fund is kept up to date with new editions of educational and scientific

⁵⁹ See also above chapter V.

literature to support university operations on the basis of curricula and educational programmes recommended by faculty, research areas, and other requests. The library fully complies with the qualification requirements of the MES. It holds 816,830 units in Kazakh, Russian and foreign languages. For each discipline, recent editions of textbooks, collections of problems, exercises, workshops and manuals for laboratory work are available in Kazakh, Russian and English languages.

Since 2016, investments in the information and library fund of the library amounted to 294,216 Euro. In 2021/2022 the expenses for the library increased to 74,000 Euro.

The scientific library is equipped with the necessary telecommunication equipment and has free access to the Internet via Wi-Fi. The web page of the University Library⁶⁰ on the University site is developed as a platform for providing a single point of access to electronic information resources with access to the electronic library, electronic catalogue, remote access resources, the virtual help desk, news feed and other services. Users can order literature in the catalogue online.

During the pandemic, the library staff provided quick access to electronic resources 24/7 via the Internet, consulted and carried out electronic delivery of documents.

Users of the Library have access to domestic and foreign licensed electronic databases accessible from the IP addresses of the university. The international ones are:

EBSCO “E-book business collection” www.search.ebscohost.com offers over 21,000 book titles for students and academics doing business research. The collection includes books from Oxford University Press, Business Expert Press, University of Chicago Press, Entrepreneur Press and American Management Association and others.

JSTOR (The Scholarly Journal Archive) - full-text base of English-language scientific journals. The JSTOR collections are composed of reputable international periodicals. The JSTOR ESSENTIAL collection covers 694 titles in 45 disciplines, including economics, business, finance, political science, law, education and other social science subjects. JSTOR's archival collections contain over 2,400 scientific journals in 60 disciplines.

The scientific library is open for teachers and students from 9.00 to 22.00. During the period of distance learning for students, the library was open from 9.00 to 18.00. When the reconstruction of the main campus is concluded in 2022, 24/7 access will be provided.

Dormitories and infrastructure for people with disabilities

To accommodate students, there are three student dormitories close to the academic buildings with a total area of 18,820 m. housing 716 beds. The distribution of places in dormitories is handled by the Student Council and the Office of Student Affairs. Orphans and children with no parental support live in dormitories for free and have priority. The dormitories have the necessary infrastructure for life as a student - computer classes, recreation rooms, sports rooms etc.

⁶⁰ <https://narxoz.edu.kz/library>

The University has a policy on equal access to education for students with any form of disability. The current facility has limited access for students with disabilities. However, the reconstructed campus which will be completed in 2022 for the start of the 2022-2023 academic year will have facilities for access and use of the building which are designed to meet with state and international standards. This will include ramp access, lifts, toilets, Braille signage, library, software for visually and aurally impaired people.

Hiring academic staff

Hiring full-time is carried out by competition with qualification requirements⁶¹, announced on the Narxoz University website⁶². The University has installed hiring committees with members drawn from the administrative and academic staff. After a successful selection, the hired employee is assigned a certain grade based on the meeting of the Grading Committee which is comprised of senior academic managers under the Provost.

The qualifications for full-time academic staff must correspond to the requirements for study, teaching and research. The number of full-time professors should match in the proportion of a ratio 1 professor / 16 students according to state requirements. When applying for faculty positions, competences considered include:

- the presence of an academic degree;
- knowledge of a foreign language;
- work experience;
- research achievements;
- administrative experience;
- references from prior employment;
- motivations of the candidate.

During the academic year all professors should implement activities of research, teaching, administrative service and support for recruitment and marketing.

The recruitment of part-time academic staff is carried out based on the recommendation of the Head of the relevant department, agreed by the Director of the Higher School and approved by the Provost of the University. The applicant must have the same competences as staff hiring for full-time.

⁶¹ in accordance Article 45 paragraph 1 of the Law on Education.

⁶² Vacancies: <https://narxoz.edu.kz/jobs>

Payroll system for academic staff

Since the start of the 2021 - 2022 academic year, the University has developed a wide and diversified system of grading positions for the faculty differentiating by experience, skills, qualification and research record. The grades are⁶³:

- teacher, lecturer, instructor
- senior lecturer, senior lecturer, senior instructor;
- assistant professor
- associate professor
- professor
- adjunct assistant professor (special appointment)
- adjunct associate professor (special appointment)

The University provides positions for part time faculty with relevant professional experience. They are adjunct assistant professor (special appointment) and adjunct associate professor (special appointment) which have to be approved by the President of the University to ensure transparency and quality.

The Regulation on grading positions of the faculty is developed in accordance with the legislation of the Republic of Kazakhstan and determines the principles and procedure for initial placement of the teaching staff and forms the basis for performance assessment.

The number of faculty of NJSC "Narxoz University" (as of November 01, 2021) is **262** members, of these 133 are academically and/or professionally qualified according to international standards. There has been a change in the employment conditions for teaching staff. A new system for planning the teaching load was introduced at the start of the 2021-2022 academic year. The annual teaching load of teaching is now calculated in credits. This change was made to enhance the efficiency of delivery of programmes.

At the end of each semester, faculty members complete a Course Management Form. This form is considered at meetings of the departments and the Committee for Quality Assurance in the Higher Schools and is essential for understanding performance. When evaluating teachers, the inputs of colleagues and students are considered. The opinion of students is ascertained by the accreditation department's Faculty Teaching Evaluation Survey for each course at the end of each academic semester.

The comprehensive management system for the staffing of the University includes annual review and approval of the staffing table (including a revision of the payroll budget), consideration of

⁶³ See also above chapter III.

reports of structural units on the work performed by the Academic Council, and an assessment of the efficiency and effectiveness of the work of units.

Development and improving professional level

In accordance with the professional development policy a range of programmes are in place aimed at improving existing and obtaining new competencies necessary for effective professional activity and improving the professional level within the existing qualifications. The Research Department annually organises advanced training courses for University staff. Faculty actively participated in training events organised online at the University, e.g. in the Narxoz Winter School (with more than 500 participants). 50 University employees underwent advanced training in various areas, which amounts to around 20 % of the total number of administrative and managerial staff.

Financial Activities

The development of the University in all areas of operations depends directly on the financial viability of the University. Therefore, one of the most important priorities is to further strengthen the financial condition of the University by increasing surplus generation and improving asset management. The main sources of revenue are:

- funds for the provision of services for student tuition fees under contracts,
- state grants (financing of students by the state order) at the expense of the state budget,
- revenue from the provision of student accommodation services in hostels.

To ensure economic sustainability and effective management of the University's assets a budget is drawn up each year, in line with the current legislation of the Republic of Kazakhstan and other regulatory documents, including the charter of the Joint Stock Company, the university's accounting policy, university budgeting regulations and strategic goals.

Narxoz University forwarded a letter to the panel confirming that the sole shareholder of Narxoz University NJSC, the Kazakh businessman Mr. Bubat Utemuratov, intends and is able to provide the University with necessary funds to enable it to continue its operational activities for educating and conducting research for at least the following five years until December 2027.

After a reduction of intake of students in 2018 the following years showed losses. In 2020 the numbers of intakes have recovered. The University has aims to return to profitability. Operating losses have been covered by the shareholder through donation or contribution to the Charter Capital of the University. The financing of the University is ensured. Each year the University receives a financing guarantee letter from an affiliate company on behalf of the Shareholder.

Appraisal „Resources“:

Since the online conference was conducted replacing an on-site visit, the panel did not have the opportunity to visit the University's buildings. Instead, Narxoz provided photos and descriptions of its premises and facilities. Based on the materials provided, the panel formed the view that a

smooth running of programmes is ensured regarding the capacities for teaching, research, studies, and administration.

The panel welcomes that the University can start using the refurbished building soon, which in the photos looks promising. The overall impression of the campus is very good.

The expert panel is convinced that the qualifications of the full-time and the part-time academic staff correspond clearly to the requirements of study, teaching and research. The faculty members have the opportunity to permanently improve their research, learn innovative teaching concepts or methods and extend professional networks. The number of full-time professors matches the scope of tasks in teaching and research.

The panel recommends the University increase the number of successful PhD graduates and keep them as far as possible as young staff members at Narxoz.

The part-time teaching staff is involved in the organisation of Narxoz’s teaching operations in a suitable manner. It has the same rights and duties and is subject to the same requirements in the application and hiring processes.

The human resources in the different areas of performance allow for an adequate fulfilment of tasks. Staff professional development takes place for all staff groups and contributes to their qualification.

The expert panel is convinced that for the accreditation period the financing of the different fields of performance to the necessary extent is ensured.

Quality Requirements	Exceptional	Exceeds the Quality Requirements	Meets the Quality Requirements	Fails to Meet the Quality Requirements
VI. RESOURCES				
(1) Rooms and facilities			X	
(2) Full-time teaching staff			X	
(3) Part-time teaching staff			X	
(4) Human resources			X	
(5) Financing			X	

VII. Publication / Public

The official website of Narxoz University contains information about the University’s governance structure and organisational structure, its strategy, about quality assurance, national ranking

results, professional certifications of the study programmes, institutional and programme accreditations, and programme descriptions. Moreover, the website provides interactive communication with potential applicants. Each school of the University has its own page on the website⁶⁴. Also, information on the composition of the commission on academic quality and various advice is available and it is possible to ask the dean a question through the website.

The group for career development and work with alumni has several pages on the University website, where it posts information about the employment of University graduates and the University's position in the ranking of universities of NCE Atameken⁶⁵. This information is also reflected in the University's presentations to partners and prospective students. All departments providing services to students have a page on the website with a description of the goals, objectives and projects being implemented.

Internal regulatory documents of the University are published, updated and stored on the corporate portal of the University. On the main page of the portal, it is possible to review local news, useful videos, and visit thematic fora. The portal menu is a transition to the necessary pages, depending on the status and interests of the user.

In a specialized section, readers can familiarise themselves with the following documents:

1. The academic calendar, is posted in three languages: Russian, Kazakh, and English.
2. The current exam schedule is presented on the website. Course registration Instructions for students with teaching quality evaluation are also posted in this section.
3. Policies and regulations are presented, such as: transfer policy, President of the Republic of Kazakhstan scholarship policy, policies of academic leave and course registration, information on grants and dormitories, as well as sample applications.

When enrolling in the University, each student gets access to a personal corporate mailbox, as well as data for entering a personal account on the Banner student platform. In addition, all students have the opportunity to install the mobile application Narxoz Mobile, in which all information from their personal account is available in real time. All essential information is sent via emails to the corporate addresses of students and sent as push notifications on the Narxoz Mobile app. Narxoz freshmen also receive the Student Handbook during the orientation week.

All students have access to the digital resources of the University. At the moment, the core consists of Banner Student as well as LMS CANVAS. All course related information is placed on Canvas and available for students and the course administrators. Other information such as tuition payment reports, transcripts, class registration and schedules are available on Banner Student.

⁶⁴ <https://narxoz.edu.kz/sem/>, <https://narxoz.edu.kz/slpp/>, <https://narxoz.edu.kz/ste/>, <https://narxoz.edu.kz/hhs/>, <https://narxoz.edu.kz/gsb/>

⁶⁵ <https://alumni.narxoz.kz/ru/> ; see also above chapter II.

The Narxoz University Recruiting and Admission Department is the unit responsible for the implementation of work with prospective students. Information and consultation work has several directions:

In order to improve the quality of consultations and increase the coverage of schools, a team of students – called ProTeam - is recruited as part of career guidance work every year. Students receive two to three weeks of training in which they develop public speaking and consultation skills. Consultations with current students at the University allow applicants to get the most complete picture and idea of Narxoz University. Detailed information on admission and future opportunities during training is provided.

The University interacts with partners through social networks, fairs, joint projects, mailing list and digests. Thus, partners are in the information field of the University and receive information. To build effective communication with the general public, the University is actively working through the media and social networks through broadcasting such as interviews with the president, provost, deans, and delivering expert opinions from teachers and University staff. The University adheres to the policy of building long-term and fruitful cooperation with a number of media outlets, in particular, the creation of dialogue platforms and platforms for interaction with the public. In addition, the University provides free legal advice to the population through the media - zakon.kz and Informburo.kz and provides a legal clinic⁶⁶ based on international experience.

Appraisal „Publication / Public“:

The panel notes that Narxoz University has regulated its competencies and responsibilities as well as the control systems in a clear and transparent manner. This also includes the quality assurance system with an excellent “Quality Assurance Handbook” and a description of the “Quality assurance Policy”⁶⁷ as well as the results of quality management decisions and results.

Moreover, Narxoz University and its units are using their websites and other channels for informing the University members (staff, students) and external stakeholders (alumni, employers etc.) as well as the public on the activities. The announcements on the website as well as the use of social media ensure that the prospective and current students, faculty, staff, parents, alumni, partners as well as the general audience are provided with information on University activities and services.

Regulations regarding the “student life cycle” are defined and published. The publication of the policies regarding admission and examinations as well as the organisation of studies on the website as well as proactive information via email and social networks make it transparent and easily accessible for students. Additionally, students and alumni can get a personal advice in all service departments of Narxoz. Thus, applicants and students and their parents as well as (potential)

⁶⁶ <https://en.narxoz.kz/slpp/law-clinic/>

⁶⁷ Both documents have been approved in 2021.

cooperation partners have excellent accessibility to information. The University quickly reacts to inquiries. The different consulting formats such as events, social media channels, up-to-date information on the website as well as broadcasting follow the needs of the target groups.

The internal communication works well regarding the quality management's measures and results and the university members are informed in a suitable manner.

Quality Requirements	Exceptional	Exceeds the Quality Requirements	Meets the Quality Requirements	Fails to Meet the Quality Requirements
VII. PUBLICATION / PUBLIC				
(1) Competencies and responsibilities			X	
(2) documentation "student life cycle"			X	
(3) Advice and information		X		
(4) Public relations			X	
(5) Results of quality management			X	

Quality Profile

Narxoz University, Almaty, Kazakhstan

Quality Requirements	Exceptional	Exceeds the Quality Requirements	Meets the Quality Requirements	Fails to Meet the Quality Requirements
I. MISSION STATEMENT, PROFILE AND STRATEGIC OBJECTIVES				
(1) Mission Statement			X	
(2) Profile			X	
(3) Target Groups			X	
(4) Academic Freedom			X	
(5) Strategic Objectives			X	
II. MANAGEMENT STRUCTURE AND QUALITY MANAGEMENT				
(1) Management Structure			X	
(2) Organisation of Localities	not relevant			
(3) Quality Management Strategy		X		
(4) Quality Management System			X	
(5) Quality Management Instruments			X	
(6) Escalation Management			X	
(7) Participation			X	
III. STUDIES AND TEACHING				
(1) Study offer and qualification objectives			X	
(2) Study programmes' quality			X	
(3) Research transfer to the areas of studies and teaching		X		
(4) Quality assurance			X	
(5) Cooperation			X	
IV. RESEARCH				
(1) Research strategy			X	
(2) Research activities			X	

(3) Promotion of research			X	
(4) Good scientific practice			X	
(5) Quality assurance in research			X	
(6) Research cooperation			X	
V. SERVICES (ADMINISTRATION, CONSULTING AND ACADEMIC SUPPORT)				
(1) Services			X	
(2) Assessment of services			X	
(3) Further development of services			X	
Quality Requirements	Exceptional	Exceeds the Quality Requirements	Meets the Quality Requirements	Fails to Meet the Quality Requirements
VI. RESOURCES				
(1) Rooms and facilities			X	
(2) Full-time teaching staff			X	
(3) Part-time teaching staff			X	
(4) Human resources			X	
(5) Financing			X	
VII. PUBLICATION / PUBLIC				
(1) Competencies and responsibilities			X	
(2) documentation “student life cycle“			X	
(3) Advice and information		X		
(4) Public relations			X	
(5) Results of quality management			X	

Annex

Organizational Structure

