

Decision of the FIBAA Accreditation Committee for Institutional Procedures



21st Meeting on July 9th, 2019 in

Project Number: 17/135

Higher Education Institution: KIMEP University, Almaty, Kazakhstan

The FIBAA Accreditation Committee for Institutional Procedures has taken the following decisions:

According to § 7 (3) in conjunction with § 10 (2) of the “Special Conditions for awarding the FIBAA Quality Seal for the Institutional Accreditation”, the HEI is accredited under two conditions.

Period of Accreditation: July 9th, 2019 until July 8th, 2025

Conditions:

- KIMEP University revises/clarifies its approach on becoming one of the worlds` top ranked 100 universities in its Strategic Vision in a consistent manner and ensures that the description of the goal corresponds to its institutional claim.
- KIMEP University develops a University-wide strategic plan for research for the upcoming years with defined strategic steps for the University and its units.

Proof of meeting this condition is to be supplied by April 8th, 2020.

The FIBAA Quality Seal is awarded.

Institutional Accreditation
KIMEP University, Almaty, Kazakhstan
Assessment Report



FIBAA

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A. Accreditation Procedure

A contract for the initial Institutional Accreditation of KIMEP University, Almaty, Kazakhstan was made between FIBAA and KIMEP University on October 30th, 2017. On February 18th, 2019, the HEI submitted a self-evaluation report including appendices to prove that the criteria for Institutional Accreditation were met.

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

Prof. Dr. habil. Elisabeth Fröhlich

Cologne Business School, University of Applied Sciences, Cologne, Germany
President

Dr. Loretta O'Donnell

Nazarbayev University, Astana, Kazakhstan
Vice Provost for Academic Affairs

Prof. Dr. Marion Halfmann

Hochschule Rhein-Waal, University of Applied Sciences, Kleve, Germany
Vice President for Studies, Teaching and Further Education

Dr. Meruyert Narenova

University of International Business, Almaty, Kazakhstan
Academic director of the M.Sc. and PhD programmes on Economics and Management

Dr. Manfred Schmidt

s&s schmidt & schmidt GdB, Sankt Ingbert, Germany
Managing Partner of sikos GmbH

Julia Ekhardt

Technical University of Munich, Germany
Student in Management and Technology (M.Sc.)

FIBAA project manager:

Ass.jur. Lars Weber

The assessment is based on the self-evaluation report, amended by further documents, requested by the panel, and a site visit. The site visit took place on April 10th – 12th, 2019 at the HEI's premises in Almaty, Kazakhstan. At the end of the on-site visit the panel gave a short feedback on its impressions to representatives of the HEI.

The assessment report based on this was delivered to the HEI for comments on June 11th, 2019. A statement on the report was given on June 26th, 2019; it has been taken into account in the report at hand.

B. Summary

KIMEP University has formulated a clear and comprehensible mission statement and developed a corresponding profile with a strong orientation towards Western education. Room for development is seen with regard to a lack of clarity in KIMEP's Strategic vision.

KIMEP University has established and defined a well-functioning University management and self-governing structures with various bodies, academic and advice committees as well as offices/departments for its administration and support services. The University's quality management system follows the Plan-Do-Check-Act-Cycle and is suitable to regularly examine the quality of KIMEP's different areas of performance.

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

Full-time teaching staff are involved in research of their respective subjects and the University claims and took various steps to increase its research activities within the next years. The panel appreciates the taken steps and efforts to sharpen the University's research profile. However, in the view of the panel the overall strategic plan for research must be more precise and concentrated and include short-term and long-term targets for the University itself as well as for the different units.

The services and administration at KIMEP University are well-organised and create good 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.

KIMEP University members, external stakeholders and the public are informed on KIMEP's activities on a regular basis and through diverse channels. The University website, an internal newspaper and newsletter 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 (3) in conjunction with § 10 (2) of the "Special Conditions for awarding the FIBAA Quality Seal for the Institutional Accreditation", the HEI is accredited under two conditions.

Period of Accreditation: July 9th, 2019 until July 8th, 2025

Conditions:

- KIMEP University revises/clarifies its approach on becoming one of the world's top ranked 100 universities in its Strategic Vision in a consistent manner and ensures that the description of the goal corresponds to its institutional claim.
- KIMEP University develops a University-wide strategic plan for research for the upcoming years with defined strategic steps for the University and its units.

Proof of meeting this condition is to be supplied by April 8th, 2020.

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

Established in 1992, KIMEP University (KIMEP) is an independent, non-profit higher education institution in Kazakhstan serving a multinational student body. KIMEP is licensed and has been attested by the Kazakhstan Ministry of Education and Science (MES) as a higher education institution (HEI) authorised to provide educational services. In 2012, KIMEP obtained university status.

KIMEP University wants to provide Kazakh students with a Western style education, leadership training and professional development that shapes the next generation of political and business leaders and specialists in Central Asia and abroad.

The mission of KIMEP University is “[...] *to develop well-educated citizens and to improve the quality of life in Kazakhstan, Central Asia and beyond through teaching, research, learning, community service and the advancement of knowledge in business administration, social sciences, law, languages and other fields*”.

In accordance with the Mission Statement, the KIMEP University commits itself to the following core values, developed by faculty, staff and students:

1. An academic environment, which fosters integrity, mutual trust, free exchange of ideas, lifelong learning and encourages students, faculty and staff to reach their highest potential;
2. Intellectual and personal honesty in learning, teaching, research, and service;
3. The well-being of students, faculty, and staff;
4. An inclusive environment for students, their parents, alumni, staff, faculty, and the wider community, blind to nationality, gender, age, religion, or other factors not related to the purposes of the University;
5. The development of the future leaders of society who will embrace the highest ethical standards;
6. The University's high reputation and its important contribution to the growth of society;
7. Transparent decision making, free from favouritism, nepotism or corruption.

KIMEP University has four main disciplines (business, social science, law and languages) with corresponding colleges/schools/center, which offer the following 28 undergraduate and graduate programmes, which are taught mostly in English.

Current academic programs in AY 2018-2019			
Bang College of Business	College of Social Sciences	Law School	Language Center
Undergraduate programs			
Bachelor in Accounting and Audit Bachelor of Finance Bachelor of Management Bachelor of Marketing Bachelor of Information Systems in Business	Bachelor of Arts in Economics Bachelor of International Relations Bachelor of Public and Municipal Administration Bachelor of Arts in Journalism	Bachelor in International Law Bachelor in Jurisprudence	Bachelor of Arts in Foreign Languages Bachelor of Arts in Translation Studies
Graduate programs			
Master of Finance Master of Accounting and Audit Master of Marketing MBA and EMBA Mini-MBA (professional diploma program) PhD in Accounting PhD in Finance PhD in Management PhD in Marketing Doctorate in Business Administration (DBA)	Master of Arts in Economics Master of International Relations Master of Public and Municipal Administration Master of International Journalism	Master in International Law	Master of Arts in Foreign Languages

KIMEP University is interested in Kazakh students and in specifically targeted students from other Central Asian countries as well as in European, Korean and Chinese students. The Belt and Road Initiative has contributed to further partnerships with numerous Chinese universities including Alibaba Business School. A total of 311 international students from 34 countries studied at KIMEP in 2017-18 academic year.

	UGRAD	GRAD	TOTAL
BCB	1409	223	1632
CSS	366	74	440
Law School	232	45	277
Language Center	0	16	16
<i>Non-degree</i>	80	67	147
Total	2007	358	2512
International	311		
% of International Students	13%		

(BCB: Bang College of Business, CSS: College of Social Sciences)

The University has established links and partnerships with more than 160 universities in North America, Europe and East Asia, which offer exchange as well as dual degree programmes for undergraduate and graduate students, joint forums and research opportunities, faculty visits/exchange, summer schools and study abroad programmes. Around 25% of KIMEP students do part of their studies at KIMEP's international partner universities. The Economics Department, for example, offers a joint dual degree programme with Humboldt University (Germany) at Master level. There are ongoing joint projects which include an on-site research and/or teaching component with Pfh Private University of Goettingen (Germany) and University of East Anglia (Great Britain). The Advisory Board includes academics from the London School of Economics (Great Britain), University of Freiburg (Germany) and the University of San Francisco (USA).

KIMEP University hires both national and international faculty and focuses on experiential learning. Faculty is trained to engage students in active learning and utilises both classroom-based teaching and blended learning. In addition, each programme that KIMEP University offers requires students to complete at least one internship.

Each programme has a Business Advisory Board (BAB) which consists of business/industry experts that give feedback to programme chairs and faculty regarding existing or potential future courses that would raise KIMEP students' employability after their graduation. For the academic year 2017-18 KIMEP University was well ranked by national accreditation authorities regarding the employer reputation. The employment rate for students within six months after graduating has been over 90% during the past years.

Each University teaching unit (college/school/center) has an organised Research Committee. The respective research committee recommends faculty compensation for various research publications and conference publications/presentations. After review the respective chair of each Unit's Research Committee presents each Unit's recommendations to the KIMEP Institutional Research Committee for review and approval.

Publications in AY 2013-2018	Bang College of Business	College of Social Sciences	Law School	Language Center
Books and Book Chapters Published Internationally	19	39	12	9
Publications in Scopus Journals	54	29	8	9
Peer-reviewed International Journals	92	9	24	3
Conference Papers	144	50	45	50

In addition, KIMEP operates three research center including the China and Central Asian Studies Center, the Innovation and Entrepreneurship Center and the Democratic People's Republic of Korea Research Center. In these center various faculty is involved and promote partnerships with other universities and organisations. KIMEP University has doubled the research budget for the academic year 2019-20 in order to support high level scientific research by both faculty and students (regarding research activities and budget see also chapter IV "Research").

Against the background of the Bologna Process in Kazakhstan, KIMEP University implemented the European education system and has instituted the European Credit Transfer

System (ECTS). This system goes along with the National Qualifications Framework and is the basis for decentralising control over course curricula and student workload as well as for determining the graduation.

KIMEP's Faculty Code of Practice, in accordance with the governing principles of the European Higher Education Area, exists to protect academic freedom. Full-time faculty are able and encouraged to engage across the broad spectrum of academic activities independently, including scholarship and research, teaching, thesis supervision, student advising support, course and programme administration, curricula development, quality assurance and enhancement.

KIMEP's Strategic Vision for 2018-23, developed in the fall of 2018, lists the following five goals for the next five years:

1. Increase student enrolment by 38%, thus bringing the total enrolment to at least 3,500 students;
2. Enlarge the number of full-time faculty;
3. Expand total academic degree programme offerings in every college, including new PhD programmes in Economics, International Relations, Educational Policy and Management, and Foreign Languages, along with new international dual-degree programmes;
4. Receive further international accreditation (e.g. AACSB, EFMD);
5. Increase faculty research output.

Finally, KIMEP University wants to achieve recognition as one of the top 100 universities in the world, as KIMEP states: *"KIMEP University's 5-year strategic goals have been designed to ensure the institution's improvement of its already unparalleled return on student investment through the realization of both quantitative and qualitative goals, with the ultimate objective of ranking among the top 100 universities in the world"*¹.

The Strategy is regularly revised based on the stages of University development, and introduced changes into the mission statement. Representatives of all structural units – faculty, students and staff – are engaged in the development of the mission, goals and objectives of the University.

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

KIMEP University has formulated a clear and comprehensible mission statement and developed a corresponding profile. With regard to its strong orientation towards Western education, study programme offers as well as national and international faculty staff and their research activities, the expert team is convinced that the University's mission corresponds to its profile and setting within Kazakhstan and Central Asia. The high employment rate for students after graduating shows that the profile is also plausible with regard to graduates' employability.

The different talk rounds during the on-site visit gave the expert panel a good overview over the practice of academic freedom. The panel is convinced that the freedom of research, study and teaching is ensured. Faculty staff is not subject to discretionary power with regard to the content of research and teaching.

KIMEP University has defined its target groups, which correspond to its profile. With regard to the student numbers, the Strategic Vision aims at increasing the student enrolment by 38% within 5 years. According to KIMEP this aim is based on projected positive demographic changes in the area of high school graduates. The expert panel appreciates the efforts in

¹ The aim of becoming one of the top 100 universities in the world is mentioned three times in the Strategic Vision.

favour of growth but recommends defining new target groups and developing a more precise approach, how KIMEP wants to achieve a higher number of student enrolments besides benefiting from the given demographic situation, which is the same for all universities in the region. Overall, the experts are positive about KIMEP's plans of enlarging student as well as full-time faculty numbers but recommends defining specific mid-term and long-term targets with corresponding measures and financial planning based on the Strategic Vision.

KIMEP has been and still is a practice-oriented Higher Education Institution. KIMEP University states that it is currently in a transition process regarding research. The raise of research activities was discussed with the University's stakeholders during the on-site visit and is visible in various research activities (see also chapter IV "Research"). The strategic goal of becoming one of the worlds' top ranked 100 universities was considered by the expert panel as not corresponding to KIMEP's available resources and present capabilities. In the discussions, KIMEP staff explained, which quality criteria are explicitly observed in that matter. These criteria include a high employment rate of students after graduation and therefore the return of their investment, the students' satisfaction, transparency and University's impact on society. With this clarification in mind, the claim appears much more realistic and constructive in the view of the panel. The panel therefore recommends the accreditation under the following **condition**:

KIMEP University revises/clarifies its approach on becoming one of the worlds' top ranked 100 universities in its Strategic Vision in a consistent manner and ensures that the description of the goal corresponds to its institutional claim.

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				condition

II. Management Structure and Quality Management

Board of Trustees

The governing body of KIMEP University is a Board of Trustees. The main purpose of the Board of Trustees/Board of Directors is to hold the University in trust for public service. The Board is responsible for making key decisions relating to the strategic development of KIMEP University, the utilisation of up-to-date international educational technologies, and the development of research activities and international academic collaboration.

President's Cabinet

The President's Cabinet is the executive body of KIMEP University and consists of the President, Provost and General Deputy to the President, Vice President of Academic Affairs, Vice President of Student Affairs, Vice President of Finance, Dean of Law School, Dean of Bang College of Business, Dean of General Education, Acting Dean of College of Social Sciences and Executive Director of the Language Center. The Cabinet has the right to make decisions on any issues of KIMEP University operations that are not covered by legislative acts of the Republic of Kazakhstan and are not governed (according to the Charter) by other bodies and officials of KIMEP University, including financial management, strategic planning, develop-

ment of organisational structure of the institution, and resolution of departmental or programmatic issues.

KIMEP University Faculty Academic Council

The Academic Council is the collegiate body of KIMEP University that gives faculty members and students of KIMEP University a formal mode of communication to express to the Vice President of Academic Affairs and to the President's Cabinet the considered recommendations of the faculty and students. The purpose of the Academic Council of KIMEP University is to manage general academic affairs, oversee academic quality assurance and curriculum review, and develop recommendations for further approval by the President's Cabinet and the Board of Trustees.

Business Advisory Board

The Business Advisory Board (BAB) serves in an advisory role to the Deans and its members are essential advocates for the University. BAB members are representatives of alumni and business community and advice KIMEP University on the issues, related to business education, relations with business community and main initiatives of the University.

KIMEP University Administration

KIMEP's chief executive officer is the President. Senior administrative officers of KIMEP University include Provost and General Deputy to the President, the Vice President of Academic Affairs, the Vice President of Finance and the Associate Vice President of Student Affairs.

Provost and General Deputy to the President (PGDP) leads the non-academic Quality Assurance team. He

- ensures stable functioning of all areas of the academic process;
- submits improvement proposals;
- organises university management based on the latest achievements in equipment and technology, as well as local and international expertise in the field of education;
- oversees all University matters: academic and economic operations, as well as innovative and strategic operations of the University;
- and resolves all matters of financial, economic, operating and business nature.

The Vice President of Academic Affairs (VPAA) leads the academic Quality Assurance team. He is responsible for all operations of the university related to academic leadership, curriculum, and personnel management for the academic division, budget planning and fiscal management for the academic division.

The Vice President of Finance (VPF) develops and implements strategic improvements in financial management, risk mitigation and financial reporting processes; monitors operational activity of financial aid distribution to ensure compliance with University policies and budget demands, etc.

The Associate Vice President of Student Affairs (AVPSA) is responsible for developing appropriate programmes and services to increase student retention including new student orientation, academic advising and learning support services.

The Dean/Executive Director coordinates the assessment and development of academic programmes within the College/School/Center and prepares and revises, as necessary, academic programme plans for the College/School/Center. The academic programme is directed by the Deans of the Bang College of Business, the College of Social Science and the Law School, and the Executive Director of the Language Center, who are responsible for KIMEP's non-degree, foundation, bridging, undergraduate, graduate and doctoral programmes.

The Chair of the department submits new courses, major revisions of existing courses, and deletion of courses proposed by the department for action by the college executive commit-

tee and by the dean. In academic matters, the department chair takes initiatives and supervises the programme. Decisions are made on a collegial basis through department committees. The chair organises the teaching schedule with the support of the Programme Coordinator and by seeking consent by faculty members. The programme curricula are regularly updated to comply with Ministry of Education and Science requirements, meet higher academic standards and to increase attractiveness of the programme. Activities within an academic year are analysed and documented on a regular basis and reported to the dean. This results in the implementation of annual programme reviews which creates informed discussions within the departments.

Academic Administrators ensure timely completion of all required reviews and reconciliations, including: faculty teaching, merit reviews, college or unit reviews, programme reviews, and administrative reviews.

The Director of the Library and Director of Computer and Information Systems Center are concerned with the quality of the academic resources for students.

Quality Management Strategy

The quality management system of KIMEP University has been set up with the aim of:

- enhancing the quality of education and research and maintaining high standards,
- enhancing key stakeholders' satisfaction (students, academic staff, researchers, non-academic staff, prospective employers, other organisations and institutions connected to higher education) and striving to meet their needs as best as possible;
- improving operational effectiveness.

The quality management system of the University is based upon the following documents:

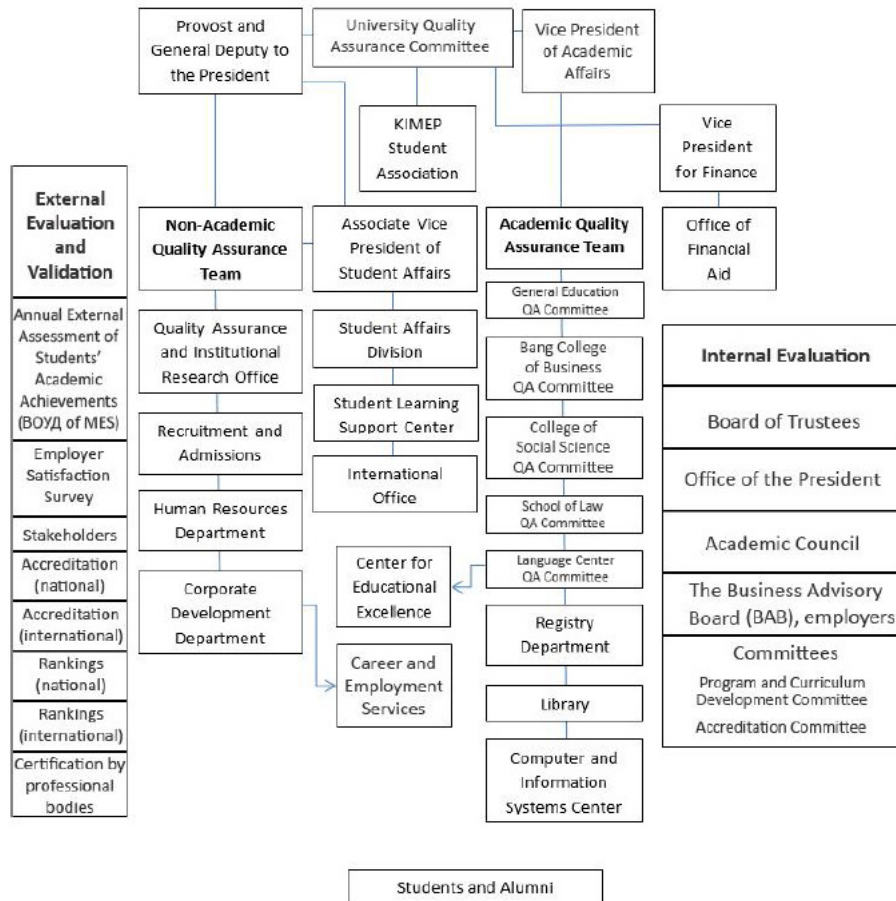
- KIMEP University Strategic Plan, 2018-2021;
- "European Standards and Guidelines for Quality Assurance in the European Higher Education Area" (ESG2015);
- Ministry of Education and Science of RK policies and regulations;
- Independent Agency for Quality Assurance in Education (IQAA) standards;
- KIMEP University Policy for Quality Assurance in Education⁷, revised by Academic council on December 15, 2017;
- Quality Assurance Handbook.

The Quality Assurance system includes both – academic and non-academic - areas of University functioning. The task of quality management and the role of the Quality Assurance Handbook is to review and coordinate the operation of different subsystems that are critical in terms of achieving quality requirements. 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 system 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 process of quality assurance in each major component consists of four stages:

- (1) developing regulatory background and plan,
- (2) collecting quality data,
- (3) analysing the data findings and
- (4) making revisions or changes as a result of the data analysis.

KIMEP has established a framework for effective quality assurance that is compatible with the mechanisms for both institutional, departmental, and programme quality assurance. It is embedded in each college and department, both academic and non-academic and utilises both quantitative and qualitative data. The results of this continuous quality assurance process is published for transparency and may benefit and all internal and external stakeholders with their decision-making.



The University Quality Assurance Committee (UQAC) was set up by the Provoost and Vice President for Academic Affairs and was intended to develop, coordinate, monitor and review the tasks and activities in terms of quality management and quality assurance of the University.

The purpose of the Committee is:

- to establish principles, quality standards and regulations in terms of education, research and administration of the University,
- to develop the quality control strategy of the University and elaborate a methodology for monitoring,
- to monitor how quality principles are being applied and quality policy objectives are achieved,
- to coordinate the quality management of the University.

The main responsibility of the Committee is coordination in terms of quality management and quality assurance across the University. It intends to provide support to university and faculty leadership to fulfil their quality commitments – by involving other stakeholders – as best as they can. The Committee is not a decision-making body; it only takes positions and provides recommendations in regard to university quality issues. The Committee reports to the Provoost and Vice President for Academic Affairs. Activities, operation and operational regulations are defined by the Committee itself. Sub-committees are set up to provide support to priority quality areas.

If conflicts occur, the appropriate supervisor is responsible for managing his or her subordinates, and the ability to anticipate and avoid escalation at the initial stage depends on the supervisor's experience and professionalism. If the supervisor is unable to resolve the conflict, employee complaints go through a multi-step process as delineated in the Code of Be-

haviour. The stages include initial case review, administrative resolution, disciplinary hearing, and appeal. A conflict regarding professional misconduct between employer and employee is ultimately resolved by the Conciliation Committee. This committee is required by Kazakhstan law, and is composed of representatives of management and staff selected by community voting.

KIMEP University pays primary attention to the level of satisfaction with educational programmes and services by various stakeholders including “consumers” of the final product – employers and external partners. The main responsible unit for data collection is the institutional research processing unit – Office of Quality Assurance and Institutional Research (QAIR). Its mandate and areas of responsibility are outlined in *KIMEP University Policy for Quality Assurance in Education*. To ensure relevance of the institutional research activities to the needs of the University and its key stakeholders, data collection is organised using different methods and constantly updated instruments. Community members (students, staff and faculty) are invited to contribute.

Appraisal „Management Structure and Quality Management“:

KIMEP University has established and defined various bodies, academic and advice committees as well as offices/departments for its administration and support services. The organisational chart seems reasonable. The tasks and competencies of all involved bodies and functions are clearly and transparently regulated in handbooks, manuals, policies, etc. With regard to the documents as well as based on the interviews with KIMEP’s staff during the on-site visit, the panel came to the conclusion that the University’s management and self-governing structures are functional and very effective.

Regarding the documentation the panel recommends using a document control and navigation system that transparently shows older/current versions. (During the accreditation procedure the panel received a revised version of KIMEP’s Quality Assurance Handbook, which did not include such information.) Overall, KIMEP follows a comprehensible strategy in terms of its quality management. The quality aims are defined and correspond to the overall strategy and the University’s profile. The quality management system follows the Plan-Do-Check-Act-Cycle and is suitable to regularly examine the quality of KIMEP’s different areas of performance. KIMEP clearly shows its will to ensure a continuously development. In the view of the panel the used quality assurance instruments enable KIMEP to receive all necessary information and data to react appropriately and enhance the quality of its activities. The competencies and responsibilities became clear during the interviews with University representatives during the on-site visit. However, the documentation of competencies, responsibilities and especially the interfaces of academic and administrative quality management staff and departments could be described/documented more transparently.

The HEI has established an effective escalation management on all levels. During the on-site visit the panel formed the view that the president of KIMEP University and the management team have created a trusting and esteeming atmosphere within the whole University. This atmosphere was confirmed, explained by various examples and altogether very much appreciated by all University stakeholders (see also chapter VII. “Publication and Public”).

The University members like students, teaching and administrative staff are part of committees/bodies on unit level as well as on University level. Their participation in all areas of KIMEP’s discussions and decision-making processes takes place regularly and very systematically. The same appears for the external view. KIMEP has close connections to the practice field and external stakeholders are involved in different committees and therefore take 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

The following table shows the study programme portfolio of KIMEP University in the academic year 2018-19:

Current academic programs in AY 2018-2019			
Bang College of Business	College of Social Sciences	Law School	Language Center
Undergraduate programs			
Bachelor in Accounting and Audit Bachelor of Finance Bachelor of Management Bachelor of Marketing Bachelor of Information Systems in Business	Bachelor of Economics Bachelor of International Relations Bachelor of Public and Municipal Administration Bachelor of Journalism	Bachelor in International Law Bachelor in Jurisprudence	Bachelor of Foreign Languages: 2 Foreign Languages Bachelor of Translation Studies
Graduate programs			
Master of Finance Master of Accounting and Audit Master of Marketing MBA and EMBA Mini-MBA (professional diploma program) PhD in Accounting PhD in Finance PhD in Management PhD in Marketing Doctorate in Business Administration (DBA)	Master of Arts in Economics Master of International Relations Master of Public and Municipal Administration Master of International Journalism	Master in International Law	Master of Foreign Languages : 2 Foreign Languages

Bang College of Business (BCB)

The BCB Bachelor programmes were among the first undergraduate degree programmes in business offered in Kazakhstan. They are designed to provide students with undergraduate-level, cross-functional knowledge in the areas of Economics, Accounting, Finance, Management, Marketing, Information Systems, Operations Management, Business Law, and Taxation. Students foster their critical thinking, analytical and communication skills, and graduate from BCB equipped with the skills, values, and experience necessary to serve their society and the broader regional and international community. Deepening and specialising the knowledge and skills is possible in BCB's Master programmes. Four innovative PhD programmes and one DBA programme involve a combination of course study and research work over a period of three to seven years. According to KIMEP, the programmes guarantee a challenging, focused, and meaningful experience that will build the graduate's capacity in the areas of teaching and professional business research, and it will ensure that graduates are placed in leading positions in academia and businesses. The main objective of the programmes is to foster international business techniques to assist in the development of Kazakhstan's economy and educational system.

College of Social Sciences (CSS)

The programmes of the CSS are aimed at developing theoretical foundations as well as practical knowledge to succeed in the students' future careers. The programmes are designed for students who want to develop a strong background to follow a career path in business, government, or international organisations. Students can benefit from close ties with European and American partner universities and participate in exchange programmes, pursue dual degree options, or prepare for their postgraduate studies. The graduate programmes of the CSS are designed to prepare recent graduates and professionals to expand their knowledge and expertise within their chosen field. Graduates of the CSS master degree programmes can anticipate advanced careers in both the public and private sectors, and many alternatively choose to continue their studies at the doctoral level.

School of Law

The Bachelor of Jurisprudence and the Bachelor of International Law were licensed in 2012. A Master programme in International Law followed. While many legal education programmes in Kazakhstan focus primarily on the theoretical study of law, KIMEP University's programmes incorporate the teaching of both theoretical knowledge and practical skills. Graduates of the School of Law are equipped with critical thinking, problem solving, drafting, negotiating, and advocacy skills that are necessary to become effective attorneys in the future.

Language Center

Intensive linguistic programmes on undergraduate and graduate level are geared towards students desiring training in English language, as well as either one additional foreign language or contemporary translation theories and methods. Graduates of the Foreign Languages programmes can pursue careers in education, management, or marketing, while students of the Translation Studies degree will be prepared for careers in translation, civil service, public relations, and more.

Research Transfer

Scientific research, both theoretical/fundamental and applied, is an integral part of ensuring that students receive current and relevant educational and research materials. Research and development activities take leading positions in the field of knowledge development in relevant fields, which is of great importance for further development of the University.

Monographs, tutorials, scientific articles and chapters in collective monographs published by faculty members are used as additional materials at the senior undergraduate level and are mandatory for graduate and postgraduate programmes. If student or faculty publications present significant innovations, they are included in the curriculum of a relevant major. One of the ways to assess student's self-study is for a student to write a scientific article and review

modern scientific literature in many disciplines that are being taught at KIMEP University. Thesis and dissertations must always include the review of literature and journals used.

KIMEP students participate in many conferences organised by faculty, and also have conferences dedicated to their own research with faculty experts offering support and critique. For example, in November 2018, the University units organised an interdisciplinary conference entitled "Rethinking the World in the Digital Age," in which more than 30 students presented their work. KIMEP students also participate in national competitions such as Case Challenge, in which KIMEP students took first place in 2018, and international case competitions such as the L'Oreal Brandstorm Competition, or Moot Courts.

Quality Assurance

Effective programme assessment is fundamental to developing a programme management system built on the principles of continuous improvement. An effective system has four stages: planning for review, implementing review; analysing review results, and implementing changes. Programmes are reviewed every academic year. Obtained data is analysed and, if needed, curricula are amended.

All KIMEP academic programmes undergo annual analysis. Design of new or revision of existing programmes always begins with the specific academic programme. Revisions are made based on programme reviews including feedback from students and changes in the State Mandatory Standards of Education. If a change is very minor, it can be integrated into the programme. Significant changes, agreed upon at the program level, are sent for consideration of the appropriate college committee. The committee considers change, and either approves it or sends it back to the programme. If approved, recommended change is included in the agenda of the Programme and Curriculum Review Committee and then sent to the Academic Council, which, in most cases, approves a change. If a request contains introduction of a new programme and major, then it is sent to the President's Cabinet/Board of Directors for final approval.

Each unit has its own committees that review programmes, implementing the quality assurance process for each programme and making subsequent recommendations on changes required for a particular programme. They also recommend adding majors and minors in programmes, as well as opening new programmes or closing old ones. Minutes are kept at each of these meetings.

Over the year, the College/School/Center committee, departmental committee, the Programme and Review Committee, as well as the Quality Improvement Committee carry out regular reviews and evaluations of programmes with participation of key faculty members, invite professors, industry leaders, graduates and current students. Programme objectives and methods of training are reviewed annually by the Undergraduate/Graduate Programme Committee, which serves as grounds for continuous adjustment and introduction of regular insignificant changes into educational programmes, thus ensuring that a programme provides current knowledge to full-time and part-time students, and provides services in business, public and non-profit organisations.

For the continuous process of analysis, improvement and necessary changes in educational programmes, the Program and the College Quality Assurance Committees function at the level of the units. These committees conduct the following monitoring procedures on a regular basis: analysis/adjustment of syllabi and educational and methodological component of programmes; analysis of the compliance of goals and objectives of programmes and disciplines to set tasks; expected skills and competences, assignments and methods of evaluation; analysis of dynamics of results/assessments of students; adoption of collegial decisions to introduce or modify components of educational programmes; and analysis of data received as a result of surveys on satisfaction of students with their academic programmes.

All academic programmes of KIMEP University are credit based. KIMEP University has developed credit policies, as well as a grading system, which are published in the annual catalogue of KIMEP University. The curricula for new academic year are adjusted annually. The main aspects of programme content are annually provided in the Catalogue: courses - general education, major and minor requirements; sequence of study; system of prerequisites; grading scale; degree requirements; and major programme requirements. The content of each specific course is determined by curriculum for that discipline, which is developed by the faculty team. Full content of a course is made public in syllabi that include information about the teacher, the purpose and objectives, course format, components of student's activity, evaluation, as well as textbooks and literature for the course. In addition, the syllabi contain a standard grading scale, attendance requirements, classroom participation requirements, and a schedule of classes by weeks. A brief summary of a course is given in the annual catalogue of KIMEP University. Faculty also develops methodological guidelines and recommendations for studying disciplines, preparing for the assessment of knowledge, writing projects and dissertations, and preparing presentations. These guidelines are part of the educational and methodological complex for a discipline. p

Additional procedures for self-assessment of the quality of KIMEP's courses is the end-of-semester faculty self-report following the Course Management Form. Reports are published on the web-site in the Faculty Profile section. The purpose of this procedure is for the faculty to analyse students' progress in each studied discipline and faculty self-analysis for positive and negative experience during teaching followed by suggestions to improve teaching methods and the content of the discipline.

Cooperation

KIMEP has established links and partnerships with more than 160 universities in North America, Europe, and East Asia, which offer exchange and dual degree programmes for undergraduate and graduate students, joint forums and research opportunities, visiting faculty and exchange programmes, summer schools, and study abroad programmes. Around 25% of KIMEP students complete part of their studies at international partner universities.

Since 2014, 44 faculty and administrative staff members have participated in Erasmus+ ICM, supported by EC; the Mevlana Exchange Program, supported by Turkish government; and other grant programmes. At the same time KIMEP has received 252 international exchange students and 31 visiting faculty and staff members through Erasmus+ ICM for teaching and training mobility in the area of Business and Social Sciences, Law, and Languages.

KIMEP University is committed to developing strong dual degree programmes with some of the world's most prestigious universities. Completing a dual degree programme increases the employability of students after graduation, and provides them with more and better job opportunities, both in Kazakhstan and abroad. KIMEP currently offers five dual degree programmes in collaboration with world-renowned universities in Europe: Humboldt University (Germany), the University of Glasgow (Great Britain), ESC Rennes School of Business, Catholic University of Lille, and IESEG School of Management (all France).

The academic mobility and cooperation have been realised with many HEIs, including but not limited to: Hanyang University (Korea), Hong Kong Baptist University, California State University, Long Beach (both USA), University of the Basque Country (Spain), University of Amsterdam (the Netherlands), Uppsala University (Sweden), University of Ljubljana (Slovenia), Singapore Management University, Collegium Civitas (Poland), Aarhus University (Denmark), Middle East Technical University (Turkey), National University of Public Service (Hungary), University of Agder (Norway), Masaryk University (Czech Republic), and more.

KIMEP University was a partner of Erasmus Mundus international educational consortia, which are operating with the support of the European Commission. Projects were designed to develop academic partnerships between partner universities, students, faculty and staff

mobility between European and Central Asian universities; and to improve quality of education and services. In 2016, two consortia have completed their activities: “Euro-Asian Cooperation for Excellence and Advancement” (coordinated by the University of Ljubljana (Slovenia)) and “Central Asian Network in Economics and Management” (coordinated by the University of Las Palmas de Gran Canaria (Spain)).

Since 2014, KIMEP University has participated in the Erasmus + ICM project, and 47 Inter-Institutional Agreements were signed for funding by the European Commission for the following activities – international student mobility, faculty teaching and training, expansion of professional networks and exchange of teaching materials and innovation technologies of teaching, and professional managerial skills for administrative employees.

In 2015, KIMEP University (the only one in Kazakhstan) won a three-year grant under the Jean Monnet programme for teaching courses in European law and integration issues. One KIMEP Professor of the Law School heads the teaching of the following courses with the support of the European Commission: The Law of the European Union and The Law of International Relations of the EU, and also conducts research on these subjects.

On October 23, 2015 the Innovation Center was opened at KIMEP University. A memorandum on the participation of KIMEP University in the innovation cluster “Park of Innovative Technologies” (Almaty) was signed. The purpose of the Memorandum is to accelerate the development of new technologies, further improve organisational, economic and social conditions for conducting research, and developing new technologies, assisting in their commercialisation.

In 2016 KIMEP University, the only one in Kazakhstan and Central Asia, for the second time became a partner of the Erasmus Mundus JMC Consortium in joint master programmes led by the University of Glasgow (Great Britain) (CEERES – a dual degree program in the Master of International Relations) with the support of the European Commission.

Appraisal „Studies and Teaching“:

KIMEP’s study programme portfolio on Bachelor, Master and PhD level corresponds to the University’s profile. The most recently added programmes as well as the plans for prospective programmes are in line with KIMEP’s strategy and develop the University units properly.

When discussing and assessing the area of studies and teaching the expert panel referred to the results of programme accreditation of KIMEP University from 2018. Four expert teams with Kazakh and international experts (altogether 24 experts) were involved and assessed the objectives, admission processes, contents, structure, learning and teaching environment as well as quality assurance instruments of all study programmes. All study programmes from the BCB, the CSS, the Law School and the Language Center were successfully accredited by the FIBAA Accreditation Committee for Programmes. With these results in mind, the focus of the expert panel in the institutional procedure laid on the processes and structure of the units and the cooperation within the Colleges/School/Center and between those. They formed the view that KIMEP established a quality management system for studies and teaching, which ensures compliance with the European regulation (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.

When assessing the mutual relations of research and teaching the panel came to the conclusion, that a transfer from research activities to the area of teaching is ensured. However, with regard to the overall qualifications on the three levels Bachelor/Master/PhD the panel recommends strengthening the research activities in the undergraduate programmes to ensure a solid foundation to build on in the Master and afterwards PhD level. An even more system-

atic approach (e.g. obligatory capstone papers or projects) would benefit the research mindset of the students and promote their individual research efforts. Regarding the research strategy in general, please also see chapter IV. "Research".

KIMEP 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, and company projects prove the positive outcomes of the cooperation activities within the study programmes. Furthermore, different committees on unit as well as University level bring in their expertise in the development of the study programmes. Referring to the beforementioned recommendation of strengthening the research activities in the undergraduate programmes, the expert panel recommends involving more research related expertise in the committees to balance the teaching and research related momenta. With partners in numerous countries the cooperation with the practice and universities in the field of teaching and studies is in line with KIMEP's clearly international focus. This focus is comprehensible and attractive for KIMEP's students. Nonetheless, the panel recommends strengthening the relations with national Kazakh partners in Higher Education and businesses. In the view of the panel, there is a lot potential, which would also help KIMEP to provide all its services when the student numbers are actually rising like it is planned in KIMEP's Strategy.

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

Research is pivotal in KIMEP's strategic planning process. Coinciding with KIMEP University's Strategic Plan, the University has six key goals for strengthening research from 2018 to 2021:

- I. improve research quality and impact;
- II. identify, develop and implement strategically important research partnerships;
- III. increase cross-disciplinary research collaborations;
- IV. Increase total external research funding 50% by 2021;
- V. increase student research output 50% by 2021;
- VI. Increase faculty research publications in peer-reviewed journals 50% by 2021.

Each year KIMEP organises various research conferences. Generally each College organises one international conference per year. For example, the KIMEP Annual Research Conference is organised by the Bang College of Business and takes place every spring. The conference participants include international speakers and faculty as well as those from Kazakhstan. Students attend and present their papers at this conference.

All faculty are aware that KIMEP allocates funding for research conferences and individual research awards. Faculty members who are very active in research apply to their respective College Research Committee, which then carefully reviews their research and publications and then recommends monetary rewards, based on quality and whether the publication was an international journal published in a Thomson-Reuters or SCOPUS publication or local Kazakhstan publication (more information, see below). Also, books and chapters written by faculty are considered for research rewards. Faculty who excel in research are given a course load reduction and may also receive partial funding for their research and subsequent publications. In addition, some faculty who demonstrate excellent research are partially or fully sponsored to attend conferences where they present their research.

Faculty are rewarded based on impact factor of journals where the faculty research is published. The higher the impact factor, the more likely the faculty will receive funding for their research and conference participation.

KIMEP follows the ethical guidelines set forth in the classic Belmont report. An Institutional Review Board was created to review any human subject research conducted by students as well as research conducted by faculty or external researcher that involves research involving KIMEP students, staff, or faculty.

Each College Research Committee recommends faculty compensation for various research publications and conference publications/presentations. After careful review the respective chair of each College's Research Committee presents each College's recommendations to the KIMEP Institutional Research Committee for review and approval. The members of each college's research committee, along with their respective Deans, and the VPAA annually review KIMEP research process to identify areas of concern and as a result make any needed revisions to the process. This review also includes the quality of faculty research that is completed and to ensure that faculty research is published by reputable national and international publications.

COOPERATION IN RESEARCH

KIMEP faculty collaborate with many researchers around the world. Some of this activity takes place in KIMEP's three main research center.

- The Central Asian Studies Center (CASC) was created in November 2010. Since then, every semester it has organised a series of events: guest lectures, round tables and conferences. It facilitates the research of foreign scholars, especially PhD candidates, and serves as a coordinator of research links between foreign universities and KIMEP. The aim of the CASC is to become a regional hub for academic and graduate research on Central Asia that would generate scholarly and teaching expertise on the region and facilitate international research projects and graduate study programmes.
- The China and Central Asia Studies Center (CCASC) was launched in December 2017 by the College of Social Sciences. The center aims to study the political, economic and social aspects of growing Chinese engagement in Central Asian countries with a special focus on the implementation of the Silk Road Economic Belt/Belt and Road Initiative. This center conducts research on: Chinese direct investments in Central Asia; bilateral trade between China and the countries of Central Asia and trade regimes; labour migration and employment; the impact of the Chinese presence on regional economic integration; and best practices of Chinese economic and social reforms applicable in Kazakhstan and other countries of the region.
- The DPRK Strategic Research Center was established in March 2018 and closely follows developments of the Democratic People's Republic of Korea and collaborates with policymakers and experts in the Korean conflict. The center's mission is to construct policy recommendations for the establishment of peace and prosperity on the Korean Peninsula through economic reform and opening. Since its founding, the center has published over 25 articles in international outlets.

In 2013-17 KIMEP University partnered with two European Tempus projects aimed at modernising higher education, building the potential of higher education and improving its quality:

1. a project in the area of structural measures – “Qualification Framework in Central Asia (QUADRIGA – based on the Bologna Process and regional coordination) under the supervision of the University of Koblenz-Landau (Germany). The project resulted in publication of “Methodological Recommendations on the National System of Qualifications of the Republic of Kazakhstan and an educational manual “Development of a Database for the Sectoral Qualification Framework within the Tempus QUADRIGA project”.
2. “Innovative laboratories for sustainable catalysing of innovation in the knowledge triangle” (INOCAST) under the guidance of the University of Barcelona (Spain). The project resulted in the opening of the Innovation Center at KIMEP University with the aim to improve university ties with the business environment and to promote implementation and commercialization of research outcomes in the economy.

Many other partnerships actively engage KIMEP’s faculty with researchers at other HEIs. For example, CSS has an MoU with Beijing Normal University (China) to support the following joint tasks (amongst others):

- Facilitating joint research on issues related to the development and implementation of the Belt and Road Initiative (BRI) in Central Asia and broader Eurasia, particularly supporting the “5+1 cooperation” under BRI;
- Promoting the development of faculty and student exchanges between the universities;
- Organising the yearly research seminar and conference (every other year in Kazakhstan and every other year in China) as well as specialists visits.

In addition, the Bang College of Business has signed research collaboration agreements with 20 national and international renowned external researchers/scientists to be involved and collaborate in doctoral programme research activities.

Appraisal „Research“:

KIMEP’s full-time teaching staff are involved in research of their respective subjects. The University presented documents of all University units that prove the research activities. The documents showed the raise of activities in the last years and it became visible to the panel that KIMEP strives to strengthen its research activities. The panel appreciates the taken measures to increase the research activities. Altogether, the six goals of KIMEP University regarding the development of its research are very ambitious (amongst others: doubling the budget, the external funding as well as the output). However, the presented strategic vision of the University is not comprehensible to the panel and respectively unclear when it comes to the definition of KIMEP’s aim of being ranked as one of the top 100 universities in the world (see chapter I “Mission Statement”). The interviews with staff from the Colleges/School/Center made clear that the units are currently doing a lot in forms of research – but are following their own individual strategies. This is caused by different levels of experiences with research within KIMEP’s units. Until now the units publish articles but are not very active in research projects. It is still unclear to the panel what research output each unit explicitly expects / wants to achieve. Furthermore, there is a rather low level of cooperation with national and international partners in forms of research. With regard to the human as well as time resources of the University the panel recommends

- building research clusters according to KIMEP’s core competencies,
- define specific research areas,
- and prioritise within the research activities,
- benchmarking university-wide research standards,
- cooperating more with local / national as well as international partners,
- building a network of research partners,

- focussing more on Kazakh and Central Asia research projects.

KIMEP stated that the decision was made to double the current research budget within the next years to increase the research activities. However, compared to research universities even the doubled budget is not very high. Especially when having in mind the aim of increasing publications in high ranked journals. The panel recommends diversifying the sources including the possibilities of Kazakh national research budgets. International grants and funding by / with companies should also be used. Other sources might be the Belt one Road Initiative or international organisations like the UN World Bank. The panel discussed the possibilities and efforts to receive such grants and knows about the bureaucracy or sometimes even language issues that may complicate the application processes. However, bureaucratic steps can be learned and trained, and supporting or specialised staff can be hired. It was also noticeable that KIMEP does not have a Vice President for research, which might be another step to institutionalise the research within the whole University. The HEI has implemented instruments that ensure a good scientific practice.

Having in mind the profile of KIMEP University, the panel formed the view that applied research fits very well with KIMEP - especially with regard to the Law School and Language Center. Advantage of applied research is a more useful for transfer of research results into the teaching and studies. Applied research also creates many possibilities to cooperate with local and national partners such as companies – which could provide research budgets (compared to very expensive fundamental research, which could lead to publications in high ranked research journals.)

The panel learned that the research center of KIMEP University (Central Asian Studies Center, China and Central Asia Studies Center, Democratic People’s Republic of Korea Strategic Research Center) do not receive any budget and have to finance their activities themselves. In the view of the panel, this contradicts the aim of strengthening the research. However, the panel had the chance to visit two of the Center and was informed about current activities. It very much appreciates those activities and recommends providing the Center with official budgets and support the research activities by sustainable funding.

The current incentive system of KIMEP is very much money based. This is understandable but bears the risk of lack of collaboration between staff members. The panel therefore recommends revising the incentive system in forms of customising the incentives in the context of intended research projects and activities. A revised incentive system could benefit KIMEP’s reputation regarding research and attract more high qualified researchers. However, with increasing activities and the involvement of more staff and students the panel recommends to institutionalise measures to ensure the certain quality standards (e.g. by use of the European Code of Conduct for Research Integrity or the Human Subjects Research – CITI Program).

Currently the teaching load is rather high at KIMEP. To increase research activities a reduction of teaching load or hiring specific research staff seem reasonable. The panel also recommends involving more students (especially PhD students) in research activities of the teaching staff.

Altogether, the panel appreciates the taken steps of increasing KIMEP’s research activities as well as the wish and efforts to sharpen its research profile. The panel also understood that ambitious goals were always part of KIMEP’s Strategy to promote further development. The expert panel sees high potential due to KIMEP’s achievements and strengths as well as its motivated and qualified staff. However, in the view of the panel the overall strategic plan for research must be more precise and concentrated and include short-term and long-term targets for the University itself as well as for the different units.

The panel therefore recommends the accreditation under the following **condition**:

The University develops a University-wide strategic plan for research for the upcoming years with defined strategic steps for the University and its units.

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

V. Services (Administration, Counselling, Academic Support)

KIMEP University commits itself to a policy of equal opportunity for admission of all qualified individuals and to any discrimination against any individual or group on the basis of race, ethnicity, nationality, religion, gender, social or sexual orientation, creed, marital status, physical disabilities, remote area location, age and/or any other subjective criteria.

The University enacts procedures for applying and accepting individuals with a diverse academic backgrounds and academic needs: Kazakhstani and international applicants, undergraduate students (graduates of high schools and professional vocational schools, transferring and reinstating students), graduate students and non-degree students for short and long-term study terms (international summer school, exchange programme, adult learner programme). The Admission Policy is published at KIMEP website in the section “For Applicants” and is placed on information boards around the campus in Kazakh, Russian and English language.

Admission decisions are made based on university and state rules and regulations, including “the Law of the Republic Kazakhstan (RK) on Education”, “Standard Rules of Admission to Academic Institutions Offering Undergraduate Education”, “Standard Rules of Admission to Academic Institutions Offering Graduate Education”, and “Rules for Students’ Transfer and Reinstatement”, as well as the RK Government Order.

The Department of Student Recruitment and Admissions (DSRA) is empowered and responsible for all activities related to recruitment and admission to all programmes of KIMEP University in accordance with admission policies, and strategic and operational plans. DSRA is responsible for review of each applicant for compliance with the KIMEP Admission Policy and, therefore, for identification in terms of admission or rejection to KIMEP programmes along with the follow up communication that would lead to arrival, visa, registration and enrolment or re-application for the next intake. In collaboration with deans, faculty, and the Office of Academic Affairs, DSRA organises, conducts, and reports on the entrance exams that lead to admission or rejection decisions. Admitted students receive notifications to their e-mail address, as well as via the Applicant Portal in the section “Check your admission status”. Through this portal, applicants also can define necessary documents to submit, register for entrance exams, and check the admission rules.

DSRA organises recruitment activities in Kazakhstan and Central Asia annually, as well as in the broader international arena. To attract the new students, DSRA considers external and internal factors, creates a recruitment strategy based on analytical data, and encourages

active involvement of students and alumni of KIMEP University in promotional orientation efforts. The department prepares and publishes advertisement brochures, booklets, and information sheets that are distributed during recruitment events.

The Registrar's Office serves as a principal source of information on academic policies and registration procedures for the KIMEP community and prospective students. It offers services in the areas of academic records, student status, registration, course enrolment, classroom assignments and scheduling.

The Office of Financial Aid works with all students who apply for KIMEP University financial assistance. It provides students with a variety of financing options: external scholarships and donations, flexible tuition payment system, work-study programmes, individual payment plans, educational bank loans and meals at KIMEP cafeteria at the expense of sponsors. It organises information sessions on a regular basis for students, parents and prospective students. Selection criteria as well as specific conditions for each type of financial aid are clearly set in the Financial Aid Programme for each academic year. The Financial Aid Programme is reviewed and approved by the Admission and Scholarship Committee of Academic Council and President's Cabinet each year.

By the adopted online system, prospective national and international students can easily apply for financial support as well as for dormitory assistance. Current students use the students' portal, where they can see their transcripts, GPA, payment reports with scholarship details, individual payment plan deadlines, and apply for scholarships. All freshmen learn about scholarship opportunities and various payment options during the two-day orientation session organised by the Student Affairs. As soon as KIMEP administration signs the scholarship distribution, results are published on KIMEP's website and all awardees receive letters with the "scholarship agreement" that contains all scholarship terms.

The International Office seeks collaboration with international organisations to provide funding for academic mobility, applies for and administers international grant agreements to support academic mobility and supports colleges in the implementation of international projects such as dual degree, and summer school. KIMEP has established links and partnerships with more than 160 universities in North America, Europe, and East Asia, which offer exchange and dual degree programmes for undergraduate and graduate students, joint forums and research opportunities for students and faculty as well as summer schools. Around 25 % of KIMEP students complete part of their studies at international partner universities. The International Office assists incoming and returning international students (regular, dual degree, exchange, non-degree) by: advising on non-academic issues in cooperation with relevant units prior and after arrival on campus and in daily life matters and addressing student needs to relevant departments to seek solutions, organising and conducting orientation sessions, welcome/farewell parties, and International Students Days; and bridging international students with their "buddies" and helping them to adjust to campus life and Almaty city.

The Student Affairs Division is responsible for student support in their intellectual, moral and personal development and growth and achievement of their educational goals. The division includes the Student Affairs Office, the Learning Support Center, the International Office, the Sports Center, the Housing and Residence Life department, and the Medical Center.

The KIMEP Students Association (KSA) is a voluntary student government with its own Constitution, Rules and Policies, as well as with its own budget for holding various events.

The Student Learning Support Center (SLSC) assists in shaping individual educational pathways and mastering academic programme in conjunction with programme managers, faculty and deans. The main functions of SLSC include providing advice and academic support for students. Since 2014, the university has maintained an Equal Opportunities Policy, which gives students with special needs priority in admission and registration procedures. Academ-

ic support includes: extended deadlines for exams, alternative location for taking exams, permission for audio recording lectures and copies of lecture materials, special assistance of volunteer readers for students with audio-visual disabilities and print materials in an alternative format for students with visual disabilities. The KIMEP Medical Center contains of certified psychologists and provides psychological support for students and assists their adaptation to a new environment.

The Corporate Development Department (CDD), in collaboration with the Career and Employment Services, guide students in search for internship and job opportunities. Through student mock interviews, job fairs, and Speed Networking events, CDD builds a bridge between students and employers.

The Office of Quality Assurance and Institutional Research (QAIR) conducts an online survey for students, called the “Student Satisfaction Survey (SSS)”, every spring semester. The SSS serves as a mechanism of regular assessment of various student support services at KIMEP University, and its success in satisfying academic and personal needs of students. The results of survey are sent to a chief officer of each department. The departments address the students concerns, find solutions, and take actions. Progress is reflected in the annual unit reports to top administrators. The department also conducts the annual “Alumni Satisfaction Survey” as well as “Graduating Student Exit Survey”.

To assess students’ satisfaction with KIMEP services more personally and specifically, the Student Affairs Division organises semi-annual focus group meetings with different target groups, such as freshmen from Central Asia, Kazakhstan regions and Almaty residents, international and exchange students. There are also focus groups with students on Academic Probation status and the Learning Support Center tutors. After focus group meetings, the LSC presents the results to the heads of the departments and KIMEP management. Each department has to submit a progress report on student issues and concerns to the Associate Vice President of Student Affairs.

The administrative staff is evaluated once a year by the corresponding administrative head. Additionally, the Office of Quality Assurance and Institutional Research conduct an online “Student Satisfaction Survey” every spring semester for the assessment of the quality of services.

Appraisal „Services“:

KIMEP University has created a clear and transparent admission and counselling procedure for national and international students. The services offered by KIMEP 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. KIMEP University ensures that all interested applicants regardless of their location can address their questions through several means of communication: e-mail, telephone call, Applicants Portal as well as live chat software. The expert panel was impressed by KIMEP’s regularly analytical analysis of application and recruitment data which allows for the strategic development of recruitment.

The expert panel was convinced that a variety of guidance and assistance by faculty and a body of advisers are available for students. If students are at academic risk, peer tutors, mentors, and advisors are assigned to help to provide academic counselling and support.

Students’ access to financial support was considered as remarkable by the expert team. Students in unfavourable financial situations can apply (easily online) for internal and external scholarships. Currently, 500 students take advantage of this financial aid. The external scholarships are financed by external companies as well as private and state foundations.

The financial aid programmes are transparently promoted through different channels, events and activities.

Furthermore, KIMEP University has developed a rich alumni culture, which has a positive impact on students' academic and career paths. KIMEP's alumni network counts 12.000 individuals, which are involved in university life e.g. as guest speakers in lectures, advisors and mentors. The expert panel considers this network as very helpful to provide students with a link to the world of work and to improve their employability. The "Alumni Satisfaction Survey" as well as the "Graduating Student Exit Survey" are quality assurance tools which are regularly conducted, analysed and used for quality enhancement.

The evaluation of the administrative staff and the "Student Satisfaction Survey" is considered as well suited by the expert panel to control staff's efficiency and students' satisfaction with the services provided. This allows for continuous feedback and the results can be transferred into 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

KIMEP University campus has eight buildings, including two main academic buildings, the Valikhanov Building and the New Academic Building, as well as the Dostyk Building. The campus hosts a residence hall for students, faculty apartments, and a guest house for visitors. The Support Service Division building and Publishing and Printing Department building are also located on campus. The Dostyk building hosts the Bang College of Business, the Language Center, the Sports Center and management offices. It has seven classrooms, including four computer labs, four study rooms and 118 offices. The Valikhanov building hosts the College of Social Sciences, the Computer and Information Systems Center, a canteen, a coffee shop, a stationery shop, and a copying center. The building has 43 classrooms including eight computer labs, 13 study rooms and 136 offices. There is also a student lounge, where students can socialise, play table games or relax between classes. The New Academic building with a total area of over 6,000 m² hosts the School of Law, and features 21 classrooms, three computer labs, a recreation area and a coffee shop. The Residence Hall building was designed to accommodate 424 students in single, double, and triple occupancy rooms. The building also hosts the Executive Education Center, the Medical Center, the Office of Student Affairs, the Housing Department, and a canteen.

The "Olivier Giscard d'Estaing Library" at KIMEP University (KIMEP Library hereafter) can accommodate up to 400 students simultaneously. KIMEP library has 81 computers, ten multimedia booths with linguaphone or DVD players and unlimited access to high-speed wireless internet. The library is open for students, faculty, staff, alumni of KIMEP University as well as

visitors from other universities. The KIMEP Library is open seven days a week, until midnight on weekdays with possible extensions in final exam weeks. As of the 2017-18 academic year, the library has 107,637 books, of which 78,527 are in English, as well as 18 web databases, which comprise over 700,000 electronic sources. Bibliographic records of all print literature are entered into an electronic catalogue, AMLIB, which is accessible online and offline. The library follows the results of an annual student satisfaction survey conducted by the Department of Quality Assurance and Institutional Research (QAIR), to improve its services according to the feedback received.

All lecture halls, classrooms and conference halls are equipped with sets of multimedia devices: computers, LCD projectors and audio equipment. All hardware and software at KIMEP University are updated on a regular basis. Students and faculty members are given broadband access to the Internet through the channel with total bandwidth of 350 Mbit/sec. Wi-Fi is available in all academic and administrative buildings on campus. Faculty members can use a central web server where they can share lecture and study materials with students as well as the virtual learning management system “Moodle”, where they can arrange online lectures or tests and communicate with students.

The full-time academic staff at KIMEP University consists of 114 persons in total. The number includes 28 professors and 86 associate professors. The part-time academic staff consists of 27 persons. KIMEP University has designed a personnel policy that regulates recruitment, selection, and advanced quality training for its faculty. This policy is based on the Order of Minister of Education and Science of Kazakhstan: “Standard qualification requirements to the academic positions and other equivalent positions”. The policy as well as the job descriptions and duties of each academic position are set out in the Faculty Code of Practice and policies of the HR Department and are accessible to the university faculty, staff and management on the Intranet.

KIMEP University provides equal employment opportunities to highly qualified professionals regardless of origin, nationality, religion, age and gender. As a result, KIMEP University has built an international team consisting of representatives from 19 different countries as of the winter semester 2018/19: the Republic of Kazakhstan, USA, Canada, Great Britain, France, Italy, Spain, Turkey, Germany, Bulgaria, Greece, New Zealand, Republic of Korea, Bangladesh, Pakistan, Belarus, Turkmenistan, Kyrgyzstan and Uzbekistan.

Requirements for potential candidates include especially professional competence, English language proficiency as well as teaching and research experience. In addition, faculty members are expected to be active in advising, participate in department/unit/University committees and extracurricular activities. Priority is given to candidates with doctoral degrees. However, all candidates must be academically or professionally qualified. Qualified candidates for the position of professor and associate professor must have a terminal degree (PhD, Doctor of Science or Candidate of Science), at least five years (three years for associate professor) of teaching and research experience in a HEI. For the position of the senior lecturer, the main requirements are: at least a master degree in a relevant field, three years of teaching and research experience in a HEI and/or professional experience in the relevant industry.

A recruitment and selection committee – called the College Retention, Promotion and Hiring Committee in case of faculty selection – schedules interviews with the selected candidates and analyses the documents. During an interview, the committee members learn about the candidates’ background, English proficiency, teaching philosophy and research interests. Candidates are usually asked to deliver a sample lecture or a presentation. The committee members fill out interview evaluation forms with a focus on: degree, research, teaching and administrative experience, motivation and stress resistance. Then a hiring recommendation memo on the short listed candidates is submitted to an academic dean and the Vice President of Academic Affairs. Finally, the President as well as deans and other academic administrators of the university make a final decision in hiring faculty members. The College Reten-

tion, Promotion and Hiring Committee and deans are responsible for the performance of newly hired faculty members.

Faculty members, both full-time and part-time, are involved in the university assessment process regularly through the Faculty Satisfaction Survey and periodically by participating in the work of department/unit Quality Assurance Committees. The Faculty Satisfaction Survey measures the level of faculty members' satisfaction with working conditions and the quality of KIMEP management, including the President, Vice Presidents, Deans, Chairs, and Directors. Furthermore, faculty members may serve in the Quality Assurance Committee, in which they can provide critical analysis of programme/department/unit management, curriculum, and academic policies. They also monitor implementation of the committee recommendations.

KIMEP University supports its faculty members in further developing their academic careers. Discount for the doctoral programme at KIMEP is a part of the faculty benefit programme. Faculty members are also permitted to study doctoral degrees abroad while their positions are preserved. They are also given an opportunity to participate in international faculty exchange programmes, such as Erasmus Plus. In addition, to support research activities of faculty members, KIMEP University annually allocates a budget for participation in international conferences.

In January 2018, the Center for Educational Excellence (CEE) was established, with the target to enhance the quality of learning, teaching, scholarship, and educational management. The center offers the faculty the professional development programme "Student-Centered Course Design & Instruction".

For non-academic staff and their families KIMEP University offers free English courses and tuition discounts for any undergraduate and graduate programmes. Employees are also eligible to attend up to two seminars presented by the Professional Development and Certificate Programme at the Executive Education Center each academic year, free of charge. Professional courses outside of KIMEP University are also available to employees upon permission from the Vice Presidents of each department.

In the following table the seminars on professional development from 2016 to 2019 and the attendance figures are listed:

Main topics of the seminars on professional development	2016-2017	2017-2018	2018-2019
Faculty Members			
Staff Training Program under the Erasmus Mundus program	3	5	2
Obtaining of Doctor's degree	4	2	-
Staff Training Program under the Erasmus	3	8	2
Workshop / participation in different conferences	21	19	11
Legislation issues & Labor disputes (PDCP)	3	7	-
KIMEP Center for Educational Excellence	-	76	-
Total faculty members participated	34	117	15
Administrative staff			
Documentation and archive issues (PDCP)	4	-	-
Logistics in business (PDCP)	1	-	1
CIMA (level P2)	1	-	-
Certificate of professional accountant	1	-	-
Finance and Accounting (PDCP and external courses)	1	5	-
Advanced Microsoft Excel (PDCP)	11	5	4
Changes in Labor Legislation of RK / Regulations of Labor disputes (PDCP & external courses)	7	10	2
Business Data Analysis (PDCP)	-	2	2
Strategic Marketing (PDCP)	-	1	-
Stress Management (PDCP)	-	15	-
Conflict Management (PDCP)	-	15	-
Seismic stability and construction	-	2	-
Training for medical staff	-	-	1
Accreditation issues in education	-	1	1
Staff Training Program under the Erasmus	1	4	-
Workshop / conferences abroad (Student Affairs, MCPR, CISC)	5	3	-
Obtaining of Master's degree	3	-	-
Obtaining of Doctor's degree	1	-	-
Total administrative staffs participated	34	63	11

Students' Faculty Teaching Evaluation Survey (FTES) is a primary measure to assure the quality of teaching at the university level. FTES retrieves students' perceptions on the instructors' in-class performance, effectiveness of class sessions, and their learning experience through the course. The survey is conducted after the final exam week, and the results are available for each faculty members only shortly after the final exam period ends. Chairs and deans have access to the FTES results for faculty in their departments, while the President and Vice Presidents have access to the results for all faculty members at KIMEP University. Faculty members can submit comments or feedback on their FTES to supervisors in order to facilitate performance analysis and the quality assurance process.

Department and unit committees evaluate the faculty on a yearly basis. Each faculty member prepares a self-evaluation based upon guidelines and a recording form approved by the relevant College/School/Center. This self-evaluation is given to a unit management team for review. The management team verifies the results claimed by the faculty member and prepares an evaluation, which is reviewed by the dean. The evaluations of the college management team must be signed by the faculty member and the faculty member can attach an explanatory note and/or supporting documents.

The Annual Staff Performance Evaluation is a quality assurance tool for non-academic staff and has the objective to estimate the extent to which each staff meets performance requirements, to identify the necessity for professional training and to determine appropriate action according to performance. Staff performance is assessed with parameters such as complexity of tasks, scope and nature of impacts of their performance to the university as a whole and client satisfaction with the service. The results are recorded in the Staff Evaluation Form to

be signed by both staff and evaluators and submitted to the KIMEP's Human Resource department. As a response to the evaluation the following actions are possible: transfer of an employee to another position in case of unsatisfactory outcomes for two years in a row, financial rewards for excellent performance, training and development plans for staff.

Administrative employees are nominated based on their interactions with students for the "Best Employee of the Year with Students" Award, and best faculty members are awarded "Best Faculty of the Year". The award winners are given a cash prize and an official recognition letter from the KIMEP University.

Tuition revenue serves as the primary financial source for KIMEP University, comprising about 95% of total income of the university. Other revenues include interests from savings account, property rent revenue and sponsorship.

KIMEP University stated that it has no debts and that it possesses bank deposits in cash. The size of cash reserves of the university has constantly increased since 2013, reaching a maximum in 2018 (the size has increased by 504% from 2012). The annual growth rate of cash reserves in 2018 has slowed down to 4% due to hiring new highly qualified faculty members and facilities renovation. All financial statements of the university are subject to external auditing on a yearly basis. The auditing results are summarised and open to public on the University's website.

The Vice President for Finance and Budget Control monitors the budgeting process at the institutional level. Top administrators, mid-level managers, faculty members and students are involved in the budget planning process as major stakeholders. The budget plan is reviewed and approved by the budget committee and the President's Cabinet, and submitted to the Board of Trustees for critical assessment.

For strategic and operational planning, a financial forecast for three subsequent years is prepared, taking into account the financial management during the previous years, changes and potential increase of enrolment, changes in the size of faculty and anticipated operating expenses.

Appraisal „Resources“:

During the on-site visit the expert panel had the opportunity to visit the campus and its buildings. With regard to the capacities for research, studies, teaching and administration, the available rooms and facilities enable a smooth running of the University. The expert team was impressed by the wide supply of contemporary English literature in the library and the access to a wide range of online data bases, which belong to the Western State of the Art.

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 international outlook of the faculties and its promotion by KIMEP University is considered as very beneficial by the panel as it gives the faculty members the opportunity to accelerate 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. Nevertheless, if KIMEP University extends its research area, it must ensure that the academic staff has enough capacities for research parallel to teaching (see also chapter IV "Research").

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

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

The Students' Faculty Teaching Evaluation Survey (FTES) as well as The Annual Staff Performance Evaluation are considered by the expert team as appropriate quality assurance tools. The annual reviews are useful for getting feedback about teaching, research and service activities and are useful for quality enhancement. Furthermore, the expert panel considers it remarkable that also the faculty members, both full-time and part-time, are involved in the university assessment process regularly through the Faculty Satisfaction Survey. The survey gives them the opportunity to give a feedback on their work conditions and to contribute to quality enhancement at their workplace.

The expert panel is convinced that for the accreditation period the financing of the different fields of performance to the necessary extent is ensured. KIMEP University operates with its own funds and possesses a sufficient liquidity reserve. It has also developed an assessment mechanism for its financial operations.

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 KIMEP University website (hereafter website) contains a wide variety of institutional data. Official announcements and updates are published on the website for prospective and current students, faculty, staff, parents, alumni, partners as well as the general audience. The website contains, amongst others, information on admission requirements, financial aid, the academic calendar, Faculty Code of Practice, KIMEP's strategic plan including its mission and vision as well as quality assurance policy and examination rules. It also posts updates on recent alumni acknowledgements, institutional or departmental accreditations and other recognition by external organisations. Student support and career development services are also published on the website.

KIMEP University uses its website as well as mass and social media to inform the public about the university major decisions and important events. KIMEP community members receive a student-presented quarterly newspaper, the KIMEP Times. KIMEP alumni are kept informed through a weekly e-newsletter and an annual alumni magazine. The newspaper, the newsletter and the magazine are also uploaded on the website. Furthermore, the Corporate Development Department manages a social media account for KIMEP Alumni. The account is used to post announcements on alumni reunions, university-wide news and events as well as alumni services.

KIMEP University holds various events and information sessions open to the general public, including open lectures with visiting speakers or leading faculty members, master programme open classes, free language clubs, university-wide Open House Day and information sessions presented by the President of the University. KIMEP University commits

itself to assure that all communication involving the university is transparent. Each department and College/School/Center is responsible for the accuracy of information it produces and disseminates to the public.

All enrolled students can find information about policies, regulations, programme requirements and curriculum in the Academic Catalogue, which is revised on annual basis and available on the website, too.

Each semester, the Registrar Office creates and publishes the final examination schedule for the entire university. Real-time student-related data are always available online through the Student Portal. Midterm scores and final grades are submitted electronically into the Registrar's database and appear in the student portal on the same day as the hard copy of grades is submitted. The Registrar's Office provides advice to students concerning late registration, credit transfer, academic leave, course withdrawal, course reinstatement, and graduation qualification. It also issues diplomas and transcripts for graduates. Alumni can request transcripts, copies of diplomas, and diploma supplements through the alumni page of the website.

The Department of Student Recruitment and Admission (DSRA) organises recruitment activities domestically and internationally and conducts e-mail and calling campaigns to inform applicants regarding upcoming events and admission schedules. Prospective students are reached out through social media, including Facebook, LinkedIn, YouTube, Instagram, VK, and Telegram. DSRA has developed and implemented various professional orientation events such as Open House Days, summer picnics, receptions for parents and open lectures. The Career and Employment Service offers career events such as job fairs, career speed networking, company presentations and career development workshops for alumni and current students as well as students from other universities in Almaty.

Each academic year, the Admissions Office updates and publishes admission rules, including programmes, majors and minors, tuition and fees on the website. Specifically, the "For Applicant" page host extracts from the "Policy on Application and Student Admission to Undergraduate and Graduate Programmes".

Upon admission, KIMEP students are given university e-mail accounts, where the university sends out all notifications, including academic, registration processes and campus life. For the University management, faculty and advisory staff, the Intranet contains a number of statistics on enrolment, retention, attrition, academic performance and class standing. The University also has 68 information boards around the campus, where important information, including new announcements, programme requirements or policies, is posted.

During the orientation process, the Learning Support Center provides multiple academic support activities for freshmen, first-year, transfer and exchange students. During the Academic Advising orientation sessions, the Center provides students and parents with KIMEP planners that include information on advising, registration, payment, examinations and deadlines, which are also available on the website. They can also download a 3D virtual tour of the KIMEP campus. All freshmen students are assigned to group chats in the messenger mobile application, WhatsApp, moderated by their peer advisers and kept informed of all important dates and deadlines.

External stakeholders (i.e. corporate partners, employers, sponsors, donors) are informed about the University news and achievements through the Board of Trustees meetings and financial audit reports, which are available on the website. KIMEP representatives attend networking events with global organisations such as the European Business Association of Kazakhstan or American Chamber of Commerce, where they inform the event's participants and potential cooperation partners about University news and latest achievements.

Within the control and quality assurance system, the results of the conducted surveys as for example the Students' Faculty Teaching Evaluation Survey (FTES) or the Student Satisfaction Survey are used and managed internally and are not available publicly. Within each survey process the corresponding university members are internally informed, who collects and analyses the data and who is responsible for finding solutions and taking measures in order to enhance the quality. However, the competencies and responsibilities within the control and quality assurance system are not officially documented.

Students, faculty and staff are active participants in the management decision-making process. All University and unit level committees have student representatives and in most of them, students have voting rights, including the KIMEP Tender and Budget committee and the University Academic Council. The President and the top management of KIMEP University holds regular meetings with the KIMEP Student Government and other student-run organisations in order to directly announce University updates and obtain students' opinions and feedback on management. Faculty members and staff are given opportunities to meet with the President of the University to discuss management-related issues. The KIMEP Student Government representatives are invited to join the Board of Trustees meetings as observers on a semi-annual basis to learn about major decisions. Student Government representatives are responsible for disseminating the received information among the general student body.

Appraisal „Public / Publication“:

During the on-site visit the expert panel could get a good overview of the publication and documentation of the offered services and information tools for different target groups. The panel is convinced that the members of KIMEP University as well as external stakeholders and the public are informed on KIMEP's activities on a regular basis and through diverse channels. The announcements on the website, the internal newspaper and newsletter 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 and after graduation on the website and on the Student Portal make it transparent and easily accessible for students and alumni. Additionally, the expert team observes it as very beneficial for the students and alumni that they always can get a personnel advice in all service departments and center.

The expert panel came to the conclusion that KIMEP University ensures excellent accessibility for prospective students and potential cooperation partners and reacts quickly to incoming inquiries. The guidance and assistance concerning admission and registration period, which prospective students receive, was considered as outstanding by the panel. The promotion of the alumni culture as well as the University network to the world of work promotes current students' career and academic development. The different consulting formats such as events, online messenger, social media accounts, broad and up-to-date information on the website as well as the committee meetings follow exactly 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. The expert panel got the impression that quality assurance tools are an important issue in all university performance areas. KIMEP University takes many efforts to collect and analyse surveys data and to promote transparency within the control system of KIMEP. Regarding competencies and responsibilities in the control and quality assurance system see chapter II. "Management Structure and Quality Management".

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

Quality Profile

KIMEP University, Almaty, Kazakhstan

Quality Requirements	Exceptional	Exceeds the Quality Re-quirements	Meets the Quality Re-quirements	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				condition
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 Instru-ments			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) Cooperations			X	
IV. Research				
(1) Research strategy				condition
(2) Research activities			X	
(3) Promotion of research			X	
(4) Good scientific practice			X	
(5) Quality assurance in research			X	
(6) Research cooperations			X	
V. SERVICES (ADMINISTRATION, CONSULTING AND ACADEMIC SUPPORT)				
(1) Services		X		
(2) Assessment of services			X	
(3) Further development of ser- vices			X	

Quality Requirements	Exceptional	Exceeds the Quality Re-quirements	Meets the Quality Re-quirements	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) Advise and information		X		
(4) Public relations			X	
(5) Results of quality management			X	