



KIMEP Fact Book

Almaty, 2005

KIMEP Center for Research and Development

TABLE OF CONTENTS

PART I. KIMEP AT A GLANCE	4
KIMEP at a Glance	4
KIMEP Organizational Structure.....	5
KIMEP Campus Map	6
PART II. KIMEP IN BRIEF	7
Mission Statement	7
History and Achievements.....	7
Accreditation.....	10
Partnership Ties.....	11
Studying at KIMEP.....	13
Academic Colleges, Departments and Programs.....	13
Academic Support Units	14
Institutional Research and Assessment (IRA) in KIMEP	16
KIMEP Campus.....	18
PART III. KIMEP IN NUMBERS	19
Admission and Enrollment Statistics.....	19
Academic Programs and Offered Degrees	19
Student Characteristics	20
Tuition and Fees	22
Living on Campus	23
Financial Aid	23
Library Holdings.....	24
Conferred Degrees	24
Faculty Members and Teaching Staff	26
KIMEP Guest Researchers	27
KIMEP Academic Events and Publications	27
KIMEP Speakers' Forum	28
University Finances.....	29
Technical Facilities.....	29
KIMEP Alumni	30
Alumni Success Stories	38
Student Activities	39
Student Organizations: Student Government	40
Student Organizations: Youth Parliament.....	41
KIMEP Faculty Geography.....	42
KIMEP Students Geography	42
PART IV. KIMEP IN PICTURES	43
Graduation.....	43
Students	44
Faculty	45

Our Campus	46
PART V. KIMEP IN KAZAKHSTAN	47
Excerpt from the Information Database of the National Accreditation Center of Ministry of Education and Science of the Republic of Kazakhstan (completed by KIMEP in December 2005).....	47
Questionnaire of the Department of the Higher and Graduate Education of Ministry of Education and Science of the Republic of Kazakhstan (completed by KIMEP in October 2005).....	52
Independent Social Survey of the Higher Educational Institutions of the Republic of Kazakhstan	63
PART VI. KIMEP IN FUTURE	67
Moving to a New Paradigm: Principles	67
Quality Targets for 2009-2010.....	67
Financial Sustainability.....	68
Revenue Enhancements	69
Accreditation and International Cooperation	70
PART VII. KIMEP POLICIES	71
KIMEP Charter.....	71
Faculty Code of Practice.....	84
Research Policy, Research Training Management and Doctoral Program Plan	112
Admission Policies and Procedures.....	123
Doctoral Programs at KIMEP.....	138



KAZAKHSTAN INSTITUTE OF MANAGEMENT, ECONOMICS, AND STRATEGIC RESEARCH
 КАЗАҚСТАН МЕНЕДЖМЕНТ, ЭКОНОМИКА ЖӘНЕ БОЛЖАУ ИНСТИТУТЫ
 КАЗАХСТАНСКИЙ ИНСТИТУТ МЕНЕДЖМЕНТА, ЭКОНОМИКИ И ПРОГНОЗИРОВАНИЯ

KIMEP at a Glance

Established

January 1, 1992
 by resolution of the President of the Republic of Kazakhstan,
 Mr. Nursultan Nazarbayev

School Colors

Yellow and Blue
 and 
 (Pantone 1235C) (Pantone blue 072)

Faculty

About 150 faculty from 18 countries

Colleges and Departments

3 Colleges
 Bang College of Business (BCB), College of Social Science (CSS), College of Continuing Education (CCE)
8 Departments
 Accounting, Finance, Management and Marketing, Operations Management and Information Systems (BCB)
 Economics, Political Science, Public Administration, Journalism and Mass Communications (CSS)

Programs and Degrees

19 Undergraduate
 BSc in Accounting, BSc in Finance, BSc in Financial Management, BSc in Information Systems, BSc in Management and Human Resource Management, BSc in Marketing, BSc in Natural Resource Management, BSc in Operations Management (BCB); BAE in Business Economics, BAE in Public Policy Economics, BAE in Resource and Environmental Economics, BSS in Central Asian Politics, BSS in International Relations, BSS in Political Science, BSS in Public Administration, BSS in Public Management, BSS in Finance Management, BSS in Natural Resource Management, BA in International Journalism (CSS).

25 Graduate
20 Master Programs: MBA in Accounting, MBA in Finance, MBA in Information Systems, MBA in Management, MBA in Marketing, MBA in Operations Management, ExMBA, MIB (BCB); MA in Financial Analysis, MA in International Economics, MA in Public Policy Economics, MIR, MPA in Research and Information Technology, MPA in Natural Resource Management, MPA in Public Finance, MPA in Public Management, MPA in Public Policy, MAIJMC in Media Management, MAIJMC in Print and Broadcast Journalism, MAIJMC in Public Relations (CSS)
5 Doctoral Programs: DBA in Accounting, DBA in Finance, DBA in Management, DBA in Marketing, DBA in Operations Management and Information Systems (BCB)

13 Certificate Programs (CCE)

Motto

Education to Change Society

Library Collection

222 thousand books,
 115 periodicals,
 7 e-resources

Computer Facilities

13 student laboratories
 287 PCs in labs
 798 PCs in KIMEP, total
 696 connected to LAN
 603 connected to Internet
 Total Internet Access Speed 2.5 Mbps

Tuition and Fees

As of Fall 2005

Undergraduate

KZT 10-21 thousand per credit
 KZT 31-63 thousand per course
 KZT 153-315 thousand per 5 courses
 KZT 306-630 thousand per 10 courses

Graduate

KZT 14-30 thousand per credit
 KZT 42-91 thousand per course
 KZT 212-455 thousand per 5 courses
 KZT 424-909 thousand per 10- courses

Fees

KZT 8.7 thousand per course of English
 KZT 7.8 thousand per course of German, French, Spanish
 KZT 1.3 thousand per test in Introduction to Computers
 KZT 13-26 thousand per course in Introduction to Computers
 KZT 52 thousand per Graduate Preparatory course

Service Fees

KZT 39430 (Total sum)

Living on Campus

As of Fall 2005

KZT 5-12 thousand per place

Financial Aid

For academic year 2004-05

KZT 26.3 million (funded by KIMEP)
 KZT 24.8 million (externally funded)

Students

For academic year 2005-06

Undergraduate – 4,084
 Graduate – 739
 Total – 4,823

Alumni Headcount

3,037



Dr. Chan Young Bang,
 KIMEP President

KIMEP President

Dr. Chan Young Bang

University Income

For academic year 2004-05
 USD 9.7 million

For academic year 2005-06, projected
 USD 14 million

University Expenses

For academic year 2004-05
 USD 10 million

For academic year 2005-06, projected
 USD 14.2 million

Fundraising

For academic year 2004-05
 USD 0.4 million

For academic year 2005-06, projected
 USD 0.4 million

Real Estate Holdings

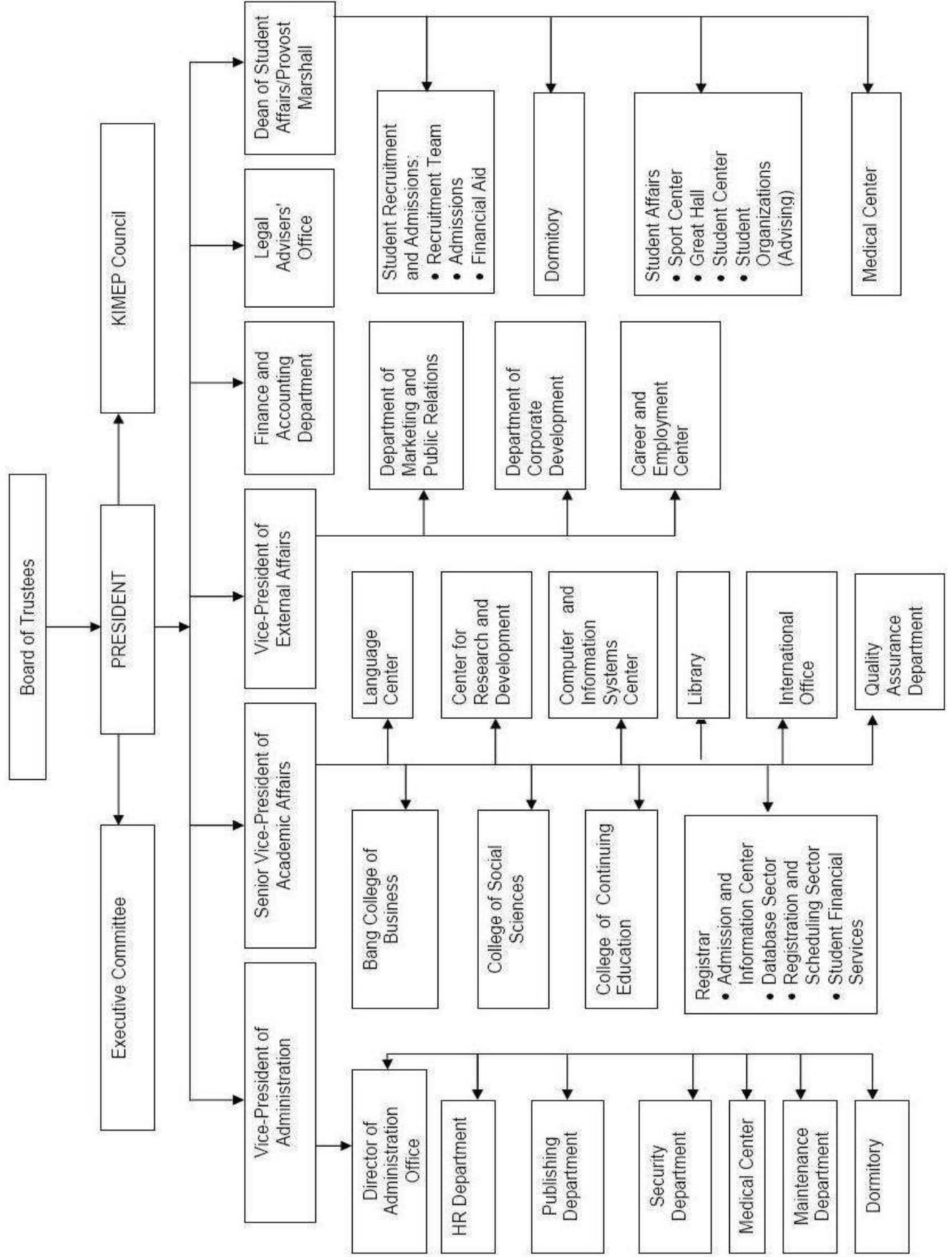
As of August 2005

Dostyk Bld	4,339 m ²
19 classrooms	
79 offices	
Valikhanov Bld	10,892 m ²
44 classrooms	
62 offices	
Sports Complex	746 m ²
Great Hall	533 m ²
Student Center	503 m ²
Nauryz Bld	7,075 m ²
Campus	27,087 m ²

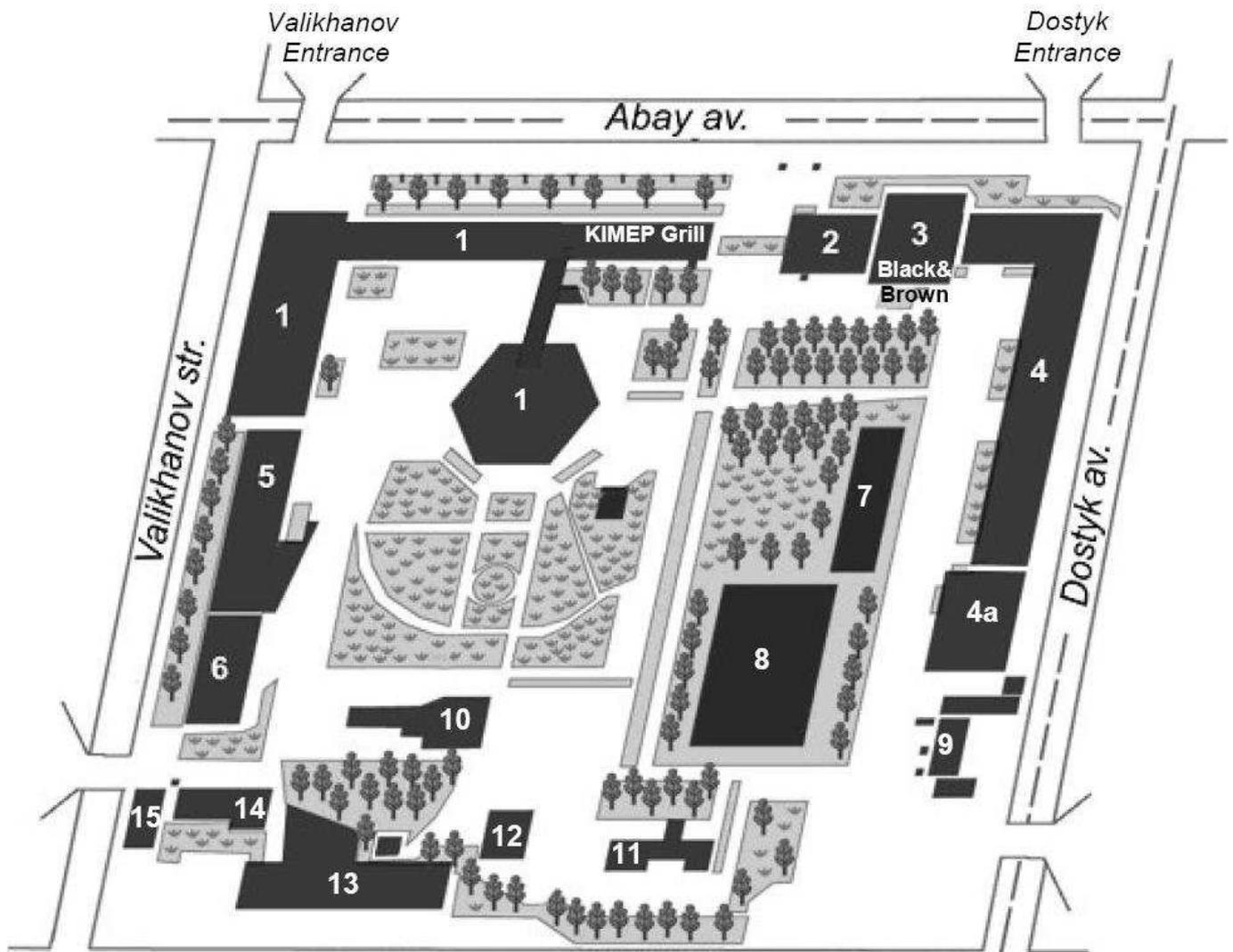
KIMEP Logo



KIMEP ORGANIZATIONAL STRUCTURE



KIMEP CAMPUS MAP



1. Valikhanov Building
2. Great Hall
3. Student Center
4. Dostyk Building
- 4 a. Dostyk Building, Sports Complex
5. Nauryz Building (Dormitory)
6. TACIS Building (College of Continuing Education)
7. Summer Sport Center
8. Academic Building (unfinished)
9. Apartment House
10. Plant Department
11. Library Building under Construction
12. Publishing Department
13. Parking Area 1
14. Garage
15. Parking Area 2

Part II. KIMEP in Brief

MISSION STATEMENT

KIMEP is a non-profit institution of higher education. Its mission is to develop well-educated citizens and to improve the quality of life in Kazakhstan through teaching, learning, the advancement of knowledge in the fields of business administration, liberal arts and Social Sciences, and through community service. In addition, KIMEP aspires to serve the international community by welcoming foreign students to study and by developing extensive international linkages.

To fulfill this mission KIMEP offers graduate and undergraduate degree programs at the highest level of international educational standards in business, economics, finance, accounting, public administration, political science, international relations, journalism and mass communication to outstanding students, who will become equals to graduates of universities anywhere in the world. We seek to select students from among those who demonstrate leadership, talent and language capabilities, irrespective of their financial means, gender or ethnic origin, or any other subjective criteria.

HISTORY AND ACHIEVEMENTS

History

The Kazakhstan Institute of Management, Economics, and Strategic Research was formally established on January 1, 1992, by resolution of the President of the Republic of Kazakhstan, Nursultan Nazarbaev. President Nazarbaev, acutely aware of the Republic's need for trained personnel to support a market economy, asked a US scholar, Dr. Chan Young Bang, to create a new educational institution in Almaty. This new institution was to be staffed by a mix of foreign and national instructors and was to operate according to the high academic standards of North American and European academic institutions. Dr. Bang was appointed as the first Executive Director.

The purpose of the Institute is to confer upon the people of Kazakhstan the skills and knowledge to pursue prosperity for the nation through leadership in business and government. Since its establishment, KIMEP has contributed enormously to the growth and development of the Republic of Kazakhstan and its people, by challenging men and women to draw upon standards of excellence and to contribute to the society after graduation.

In August 1992, the first class of Masters of Business Administration (MBA) and Masters of Arts (MA) in Economics programs commenced with their studies. Despite the scope and complexity of administering the MBA and MA programs, KIMEP continued to take the initiative and expanded into other areas, which were also vitally important for the development of the Republic. In August 1993, KIMEP created the Master of Public Administration (MPA) program. The mission of the program was to provide Kazakhstan with civil servants equipped with the skills, knowledge and values necessary to render competent and ethical leadership. The program also aimed to address governmental problems during the economic and social transition.

In August 1994, the European Union nominated Dr. Hartmut Fischer of the University of San Francisco, USA, as the second Executive Director of KIMEP. The European Union, the United States Agency for International Development (USAID), the Soros Foundation, the Eurasia Foundation, the British Overseas Development Agency, and the British Know How Fund provided support critical to KIMEP's survival. In addition, local businesses began to contribute valuable assistance to the Institution. Because of this support, KIMEP was able to enhance its academic resources, and substantially improve its English language program. Moreover, KIMEP renovated the Library by expanding book holdings and upgraded the Computer and Information Services. These services are now among the best in all of Kazakhstan.

KIMEP has continued its policy of expansion. During the 1999-2000 academic year, KIMEP introduced four-year bachelor programs in the fields of Business Administration & Accounting, and in Social Sciences (International Relations, Public Administration and Political

Science). The following year KIMEP opened a world-class bachelor program in Economics. Due to high standard and popularity of these new programs, the number of students enrolled in KIMEP has more than tripled since 1992. Currently over 2,500 students are enrolled in KIMEP's bachelors and masters programs. An additional 250 professionals study in the institution's evening MBA program. Other vocational programs provide short-term and seminar training to executives in the areas of management, accounting, finance, banking, computer skills and English language. Hundreds of corporate executives continue to participate in these programs through an established and ever-expanding corporate clientele, which cooperates with KIMEP to enhance business operations.

The 1999-2000 academic year witnessed major and rapid changes in the Institution's academic and administrative structures. The Government of Kazakhstan transferred the Institution to the trusted management of Dr. Chan Young Bang for a period of three years. Dr. Bang was appointed as the first President. Under his leadership, KIMEP introduced control and management structures which are practiced at higher educational institutions around the world. Under his leadership, the Institution grouped academic programs under distinct departments and devised a Faculty Code of Practice. These measures have ensured the full participation of faculty members and administrators in day-to-day affairs.

At present time, KIMEP continues to grow and develop in order to meet the educational needs of the growing student population. In 2002-2003, KIMEP launched two new Masters Programs: Master of Arts in International Relations (MIR) and Master of Arts in International Journalism and Mass Communication (MIJMC). In 2003-2004, the undergraduate program in Journalism was launched.

Under the entrusted management of the President, Dr. Bang, KIMEP has developed a five-year plan (2001-2005), which has been completed in stages. The first phase (2001-2002) called for the rapid expansion of classroom facilities, computer laboratories, library facilities, on-line services, office space, and seminar and conference rooms. Due to heavy investment from the Entrusted Manager, the administration of KIMEP completed these projects in a timely manner. The former United Nations building located within the campus has been renovated. Construction and renovation began in the Fall of 2000 and was completed by the Fall of 2001. The second phase (2002-2003) was mostly devoted to faculty and staff development and the recruitment of high quality faculty from Kazakhstan and overseas. The third phase (2003-2004) has been devoted to the renovation of the academic and administrative buildings. The fourth phase (2004-2005) continued with the faculty and library buildup, and renovation of the Student Center, Center for Executive Education and Professional Development (CEEPD) and Sports Complex. The state-of-the-art premises of CEEPD have been completed at a cost of one million dollars. This Center will host such programs as Advanced Management Program, Executive Master of Business Administration, Master of International Business and American Management Association (AMA) certificate programs.

KIMEP has launched another "Strategic Plan" of development for the next five years 2005-2010. Under this plan, amongst other things, a modern library will be built at a cost of around \$ 2.2 million and facilities for a new department of law will be created. These facilities, once fully completed, will be instrumental in the creation of a state of the art campus for the twenty-first century.

On July 7, 2004, KIMEP was transformed into a Joint Stock Company (JSC) in accordance with the Decree of the President of the Republic of Kazakhstan and the Resolution of the Government of the Republic of Kazakhstan.

The same year, KIMEP received the highest level of the independent national "Tarlan" prize. The "Platinum Tarlan" was awarded to KIMEP in the "Enlightenment" category. The independent national prize "Tarlan" was established by the Club of Philanthropists of Kazakhstan to designate achievements embodying the cultural and intellectual revival in Kazakhstan.

Also, the Center for Urban Sustainable Features was established, and MA Program in Economics with University of San Francisco, USA, and a Certificate Program of the American Management Association (AMA) were opened in 2004.

To meet the growing educational needs, in 2005 KIMEP works on the opening of the several new graduate programs: Ph.D Program in Public Policy and Public Administration with George Mason University, USA; Doctor of Business Administration (DBA); Executive MBA (ExMBA); Advanced Management Program (AMP); and Master of International Business (MIB).

All these programs are expected to commence in Spring 2006.

Major Achievements

August 1992: KIMEP Charter enacted. Dr. Chan Young Bang appointed as the first Executive Director.

Masters of Business Administration (MBA) and Masters of Arts in Economics (MA) programs were launched. Licenses were granted by the Ministry of Education, Kazakhstan.

August 1993: Masters of Public Administration (MPA) program was launched. License was granted by the Ministry of Education, Kazakhstan.

1993: European Union began to support KIMEP through TACIS. It appointed Dr. Hartmut Fisher of the University of San Francisco as the second Executive Director of KIMEP. The United States Agency for International Development (USAID), the EU, the Soros Foundation, the Eurasia Foundation, the British Overseas Development Agencies and local business community began to provide financial support critical to academic and institutional development of KIMEP.

1998: Dr. Chan Young Bang appointed as the Chairman of the Board of Trustees.

1998: International Executive Center at KIMEP is created with the help of McGill University, Montreal, to provide executive education and training in management, marketing, accounting, finance, sales and strategic management, etc.

1999: Alumni Association founded. Basic objectives were to develop a network where both graduates and the students keep in contact with each other.

1999–2000: Undergraduate programs in Business Administration & Accounting (B.Sc) and in Social Sciences (BSS) were launched. Ministry of Education granted the licenses.

2000: In the month of February 2000, the institution was transmitted to Dr. Chang Young Bang as the entrusted manager for a period of three years. Dr. Bang began to invest heavily with the aim of turning KIMEP into a leading modern academic institution in the entire region.

2000–2001: Undergraduate program in Economics (BAE) launched, license obtained.

2000–2001: During this period, KIMEP underwent a series of major academic and institutional reorganizations. Dr Chan Young Bang appointed as the first President of KIMEP. Vice Presidents, Deans and Chairs appointed.

KIMEP Charter revised, Faculty Code of Practice established.

KIMEP Council, the highest collective decision-making body, created. Academic Council recomposed.

Collaboration with Maastricht School of Management, Netherlands, through TACIS funded project established. Professors and consultants from European Union and the United States began to arrive, and devise strategies for MBA program.

Renovation of classrooms, laboratories and offices started with the investment from the Entrusted Manager.

2001–2002: Renovation of the academic buildings completed, which created a state-of-the-art campus unrivalled in this region.

Full-fledged North American Style Credit System adopted for all academic programs.

Exchange and collaboration programs with leading American, European and Korean universities established.

On-line registration system introduced. Distance Learning through the Department of Continuing Education launched.

2002: In the month of January, 2002, the Ministry of Education and Science of the Republic of Kazakhstan granted KIMEP a permanent State License # 0000055(AA) to conduct educational activity in the field of higher and post graduate education

2002–2003: Academic programs are attested by the Ministry of Education and Science of the Republic of Kazakhstan.

Masters programs in International Relations and in International Journalism and Mass Communication launched. Licenses obtained.

“KIMEP Grill “, new western style dining facility for students, faculty and staff, opened.

“Book Store” facility completed.

2003–2004: The Bachelor Program in Journalism launched. License obtained.

Academic departments are grouped under three different Colleges (Facultet): Bang College of Business, College of Social Sciences and Continuing Education.

KIMEP reorganized into a “Joint Stock Company”.

2004-2005: KIMEP is awarded with the prestigious “Platinum Tarlan” in the category “Enlightenment” for the year 2004.

Center For Urban Sustainable Features Established.

Joint MA Program in Economics with University of San Francisco, USA. Launched.

Ph.D Program in Public Policy and Public Administration with George Mason University, USA. (to be launched Spring 2006)

Doctor of Business Administration (DBA) to be launched in Spring 2006.

American Management Association (AMA) Certificate Program launched.

Executive MBA to be launched Spring 2006.

Advanced Management Program (AMP) to be launched Spring 2006.

Master of International Business (MIB) to be launched Spring 2006.

ACCREDITATION

Accreditation and Institutional Membership

KIMEP academic programs are fully attested by the Ministry of Education and Science of the Republic of Kazakhstan.

The Institution currently holds membership in the following organizations:

- Higher Education Support Program (HESP) of the Soros Foundation, Hungary, Budapest
- Kazakhstani Association of the IT market developers, Co-founder
- Resource Network for Economics and Business Education (Under umbrella of USAID and CARANA corporation)
- American Chamber of Commerce
- London Chamber of Commerce and Industry
- Informational Consortium of Kazakhstani Libraries

International Accreditation

In 2004, KIMEP has applied for Accreditation with a prominent Accreditation Commission in the United States of America. Strategic Planning and Activities are in progress to meet the standards and criteria of that commission.

Specialized Membership

- Bang College of Business: Member of AACSB - **The Association to Advance Collegiate Schools of Business (tbc)**
- Department of Public Administration: Member of NASPA -The National Association of Schools of Public Affairs and Administration
- Department of Political Science : Member of APSA - American Political Science Association
- College of Continuing Education: Member of AMA - American Management Association

Institutional Directories that KIMEP is included into

- NIRA's World Directory of Think Tanks 2005, Center for Policy Research Information, NIRA, Japan (versions in English and Chinese)
- Freedom House and Transition Online (TOL) Think Tank Directory 2005, Freedom House, Hungary
- International Research Centers' Directory 2005, USA

PARTNERSHIP TIES

International Academic Connections

KIMEP is proud of maintaining academic links, collaboration, and exchange programs with a number of universities around the world. These programs have allowed the Institute to broaden and establish its academic programs to international norms and standards. Following is a brief list:

- Aarhus School of Business, Denmark
- American University in Central Asia, Kyrgyzstan
- California State University, Long Beach, CA USA
- Dickinson State University, Northern Dakota, USA
- EURAZIR, Eurasian Institute of Market, Kazakhstan
- George Mason University, USA
- Hankuk University of Foreign Studies, South Korea
- Jonkoping International Business School, Sweden
- KATEV, Kazakh-Turkish Educational Foundation
- Keuka College, USA
- Korea Cyber University, South Korea
- Korea University Business School, South Korea
- Kyung Hee University, South Korea
- Sookmyung Women's University, South Korea
- Southeast Missouri State University, Harrison College of Business, USA
- Stockholm School of Economics, Latvia
- Sungkyunkwan University, South Korea
- The International University of Business and Technology (IUBAT), Bangladesh
- The University of Tennessee, USA
- Universitat Internacional de Catalunya, Spain
- University of Applied Sciences, Schmalkalden, Germany
- University of Laval, Canada
- University of Northern Colorado, USA
- University of Peshawar, Pakistan
- University of Reading, UK
- University of San Francisco, California, USA
- Vidzeme University College, Latvia
- Warsaw University of Technology School of Business, Poland

Negotiation is in progress to develop relationships with the following universities:

- The Wharton Business School at the University of Pennsylvania, USA
- Regent Business School. Regent's College, UK
- Oxford Brookes University, UK
- The University of Auckland, New Zealand
- The American Graduate School of Business, Switzerland
- New Mexico Institute of Mining and Technology, USA
- Southwestern University of Finance and Economics, China
- Yonsei University, South Korea
- University of California (Santa Cruz), USA
- The University of East Anglia, UK
- Southeast Missouri State University, USA
- University of Missouri (St. Louis), USA
- School of Management, University of London, UK
- Marist College, USA

Donor and Corporate Connections

KIMEP has a firm and well-defined policy for maintaining partnership programs with national and international business organizations and donor agencies. The European Union's TACIS, the United States Agency for International Development (USAID) and the Soros Foundation, and many other corporations through their extensive and continuous support have laid the foundation for KIMEP to become the only institute of its kind in the whole CIS. Other sponsors include:

- ABN Amro Bank
- Agip KCO
- Asem-Ai
- Bank Turan Alem
- BankCenterCredit
- British Council Kazakhstan
- British Petroleum
- Buran Boiler
- Chevron Texaco
- CITI Bank
- Deloitte & Touche
- Eurasia Foundation
- ExxonMobil Kazakhstan
- FinEC
- Group 4 Securitas
- Karazhanbas Munai
- Kazakhstan Press-club
- KazKommerts Polis
- KPMG
- KPO (Karachaganak Petroleum Operating)
- LG
- MIR TV Channel
- Petro Kazakhstan
- Phillip Morris Kazakhstan
- PricewaterhouseCoopers
- Procter & Gamble
- Samsung Corp.
- Temir Bank
- USKO International

STUDYING AT KIMEP

Academic Colleges, Departments and Programs

Academic programs are planned, administered and delivered by departments within the structure of three different colleges: Bang College of Business, College of Social Sciences and College of Continuing Education. The Language Center, Computer Center and the Library are the service units common to all colleges. The section below depicts the status of the departments as of Fall 2005.

BANG COLLEGE OF BUSINESS (BCB) currently consists of four departments. These are Department of Accounting, Department of Finance, Department of Management and Marketing, and Department of Operations and Information Systems. The College specializes in six main areas of knowledge (Accounting, Finance, Marketing, Management, Operations Management, Information Systems), offering undergraduate and graduate degree programs, namely:

- *Bachelor of Science in Business Administration (BSc)*
- *Master of Business Administration (MBA)*
- *Executive Master of Business Administration (ExMBA)*
- *Master of International Business (MIB)*
- *Doctor of Business Administration (DBA)*

COLLEGE OF SOCIAL SCIENCES (CSS) presently houses four departments: Department of Economics, Department of Journalism and Mass Communication, Department of Political Science, and Department of Public Administration. Each Department offers its own undergraduate and graduate programs with various specializations.

The **Department of Economics** teaches for an undergraduate degree with specializations in Public Policy Economics, Resource and Environmental Economics, and Business Economics, and a graduate degree with concentrations in International Economics, Public Policy Economics, and Financial Analysis. The conferred degrees are:

- *Bachelor of Arts in Economics (BAE)*
- *Masters of Arts in Economics (MA)*

The **Department of Journalism and Mass Communication** offers programs leading to undergraduate degree with major in International Journalism and minors in Media Management and Public Relations. The graduate degree is available in three specializations: Public Relations; Media Management; and Print and Broadcast Journalism. The titles of offered degrees are the following:

- *Bachelor of Arts in International Journalism (BAIJ)*
- *Master of Arts in International Journalism (MAIJ)*

The **Department of Political Science** offers graduate degree in International Relations and undergraduate degree with majors in International Relations, Political Science, and Central Asian Politics, and minors in International Relations, Political Science, History, and Law. The titles of awarded degrees are the following:

- *Bachelor of Social Science (BSS)*
- *Master in International Relations (MIR)*

The **Department of Public Administration** administers and facilitates studies leading to undergraduate degree with majors and minors in Public Administration, Public Management, Natural Resource Management, Financial Management, as well as a graduate degree with concentrations in Public Policy, Research & Information Technology, Public Management, Public Finance, and Natural Resource Management. The titles of awarded degrees are the following:

- *Bachelor of Social Science (BSS)*
- *Masters in Public Administration (MPA)*

COLLEGE OF CONTINUING EDUCATION (CCE) offers a number of various non-degree programs, such as Open Enrollment Program, Executive Education and Professional Development Program, Advanced Management Program, Distance Learning Programs, World Languages Programs, and Supplemental Training Programs (preparatory, provisional, pre-undergraduate, and joint American Management Association (AMA) & KIMEP programs).

The Center for Executive Education and Professional Development (CEEPD), a structural unit of the College, offers professional development courses and certificate programs in Accounting, Finance, Management, Marketing and Sales, Logistics, Banking, Taxation, Bookkeeping, Communication Skills, and Human Resources Development. The courses are primarily aimed towards executives and professionals from the business and corporate world. The CEEPД was formed as an outcome of the merger of former joint KIMEP-McGill University (Canada) Executive Training Center and the Kazakhstan International Institute of Banking.

The Certificate Programs, provided by the College, offer trainings in the fields of Insurance and Risk Management, Subsoil and Resource Management, Management of Technology, Procurement and Supply, Business Law, Small Business and Franchising, Banking, Managerial Economics, Finance, Marketing, Management, Accounting and Human Resource Management.

LANGUAGE CENTER is a separate support unit that offers various language programs, such as undergraduate and graduate courses of English, as well as courses of Kazakh and Korean languages.

Academic Support Units

THE CORPORATE DEVELOPMENT DEPARTMENT maintains firm connections with business, corporations and the academic community in Kazakhstan and abroad. The mission of the Department is to make contributions to the development of KIMEP by means of fund raising, attracting grants, and by developing partnership programs with the business and the corporate community. In addition, the Department fosters collaboration and academic exchange programs with national and international academic and non-academic organizations. In return for sponsorship and partnership, companies, organizations, and individuals receive from KIMEP a priority access to our educational and human resource services and positive public announcement.

THE KIMEP ALUMNI ASSOCIATION was created in 1996 with the aim to foster relationships between KIMEP and its former students. The primary objective is to develop a network where both graduates and students become involved to keep in contact with fellow alumni after completing their studies. The Association preserves and promotes the Institute's traditions, purposes, growth and development, and keeps alive the spirit of affection and cooperation with KIMEP. The Association works in concert with KIMEP Career Center to consolidate activities that boost increased participation of alumni in KIMEP's affairs, and students' job employment opportunities.

THE KIMEP CAREER AND EMPLOYMENT CENTER provides current students, alumni and non-KIMEP job seekers with career skills and employment services. Its main service areas are career counseling, internships and employment assistance. Other activities include the organization of annual Job Fair and workshops, organization of guest lectures, presentations on resume writing, interview skills and job search strategies.

THE KIMEP CENTER FOR RESEARCH AND DEVELOPMENT (KCRD) integrates in its research activities the academic research and case studies undertaken by the teaching faculty, as research activities, both academic and industrial, are an integral part of KIMEP's academic maturation. The Center regularly conducts research on various topics, such as Civil Society, Public Affairs & Policy, Budgeting & Taxation, Accounting Reform, Laws, Environmental Issues, Capital Market Reform and Corporate Governance. In order to further stimulate and coordinate research activities at KIMEP, the Center is headed by the Dean of Research.

In January 2005, the Center was entrusted with a new mandate – Institutional Research and Assessment (IRA).
(Please, see section “IRA in KIMEP”).

THE KIMEP COMPUTER AND INFORMATION SYSTEMS CENTER provides students with the ability to obtain the most advanced knowledge of computers and information systems. Its information and computing facilities are unique not only in Kazakhstan but also in all the Central Asia. The Center provides students with full online Internet access, which expands their ability to communicate internationally and to access information for research. Students have their own e-mail accounts and access to the KIMEP file server, where they save their projects, papers, and presentations.

THE KIMEP FINANCIAL AID UNIT, part of the Office of the Registrar, is designed to meet the needs of our students. There are six types of financial aid: scholarships, tuition waivers, work study discounts, orientation work study, teaching assistantships, and on-campus employment. To be eligible for any of the above type, a student must meet mainly two criteria: 1) to be in good academic standing and 2) demonstrate financial need. The amount and type of aid will vary considering need and academic performance, and may take different forms on a case-by-case basis. Financial aid is provided once each year and is subject to the decision of the Admissions and Scholarship Committee, which accepts and reviews all financial aid and work study discount applications. However, during the academic year, the Admissions and Scholarship Committee may consider all emergent applications from KIMEP students. Some students find financial support from outside of KIMEP. In some cases, financial aid is provided by current and future employers in the form of scholarships or loans. Every student is encouraged to seek such sponsors.

THE KIMEP INTERNATIONAL OFFICE aims to expand KIMEP's international activity, to enhance the University's image as the leading academic institution in the Central Asian region and CIS, and to create awareness of KIMEP in the international arena. KIMEP successfully administers international partnership programs with academic institutions abroad and implements a number of projects, contributing to student and faculty mobility. This office is responsible for initiation, coordination and implementation of international exchange and joint programs with academic institutions worldwide in such areas as faculty and student exchange, joint academic and research programs. Currently, it provides services to more than 170 international students from CIS, USA, Korea and Europe. The office advises international students, provides student orientation and visa support, and sponsors a variety of academic and social events.

International agencies such as USAID, the SOROS Foundation, the European Union-TACIS, the British International Development Department, the Canadian International Development Agency, Eurasia Foundation and ExxonMobil provide significant long-term and short term support and sponsorship to all KIMEP academic programs. The Yale-based Civic Education Project (CEP), German Academic Exchange (DAAD), Fulbright and the Princeton-in-Asia Programs also extend support to various academic programs at KIMEP. The institute has signed partnership and cooperation agreements with a number of universities and organizations across the globe mainly in the areas of student and faculty exchange, and joint research & academic programs.

THE KIMEP STUDENT GOVERNMENT deals with students' interests and activities. The purpose of this organization is to furnish every student with the opportunity to interact with other students, to represent their concerns and interests to the management in a collective manner, and to cultivate a collegiate environment. The student government is represented on the departmental and academic councils, providing students with a voice in the affairs of KIMEP.

THE STUDENT ADVISING CENTER stresses, next to teaching, the academic advisement of students. All students are advised by the Center and faculty members at the departmental level, and then by Offices of the Registrar and Student Affairs at the management level. The Registrar's Office has one of the most sophisticated on-line advising systems in the entire CIS region. Students have full access to registration information, schedules, courses offered, graduation requirements, transcripts and so on, which enables them to track their progress of studies any time.

Institutional Research and Assessment (IRA) in KIMEP

Institutional Research and Assessment is implemented by the KIMEP Center for Research and Development under the supervision of the KIMEP Senior VP AA and Research Center's Director and in close cooperation with Quality Assurance Department and Registrar's office. The activity includes the following objectives:

- Organize the institutional research, assessment, planning functions and programs
- Develop a procedure to produce data and develop software to analyze data
- Analyze learning outcomes and effectiveness
- Analyze program outcomes and effectiveness
- Initiate thorough study and analysis of Strategic presentations by units/departments
- Analyze student and faculty retention programs
- Study student and faculty workload
- Analyze outcome of the faculty evaluation by students
- Analyze external environment, conduct market research and surveys
- Develop and conduct alumni and employer survey for academic program effectiveness
- Provide trend analysis and projection for student enrolment and withdrawals
- Study graduates: where do they go after graduation
- Survey students and faculty on Library and Information facilities.

Since January 2005, when the IRA was first introduced in KIMEP, the following work was completed:

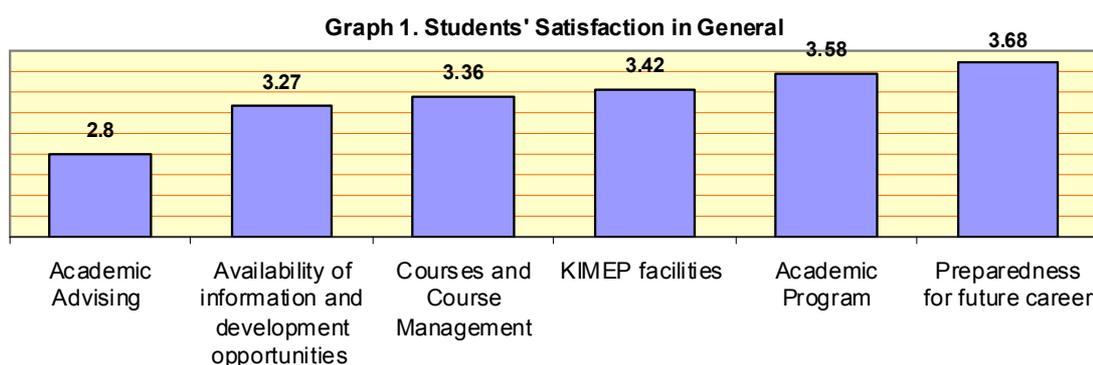
REVIEW OF INTERNATIONAL EXPERIENCE (January-February 2005) in the fields of:

- a. Academic programs assessment
- b. Faculty teaching evaluation
- c. Student and faculty retention
- d. Alumni related issues of institutional assessment

STUDENT QUALITY MONITORING SURVEY (February-April 2005)

The main goal of this survey was to collect data and make brief description of situation in KIMEP, following the six selected criteria:

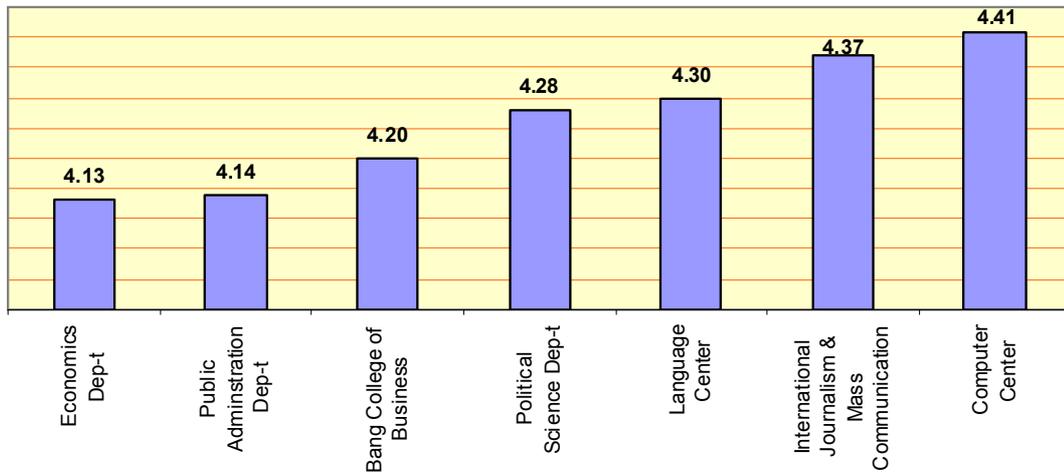
1. Admission
2. Enrollment
3. Academic probation
4. Student attrition
5. Student withdrawal
6. Grade point average



STUDENT SATISFACTION SURVEY (March-April 2005)

The survey looked into the level of KIMEP students' satisfaction with different facilities/services. The findings regarding the general level of satisfaction is presented in Graph 1 in ascending order. The shown rate is an average of actual answers given by students, on the scale of 5 (most satisfied) to 1 (least satisfied).

Graph 2. Faculty Teaching Evaluation by Department



KIMEP FACULTY TEACHING EVALUATION SURVEY (April –May 2005)

The survey studied the students' assessment of the teaching qualities of KIMEP faculty members. The level of contentedness with the quality of teaching differed among the departments. The average rates of the levels of contentedness are presented in the Graph 2. The rates were given on the scale of 5 (most satisfied) to 1 (least satisfied).

KIMEP ALUMNI SURVEY (Summer 2005 - Spring 2006)

The KIMEP Alumni Survey studies the level of alumni satisfaction with their study in KIMEP and tracks their employment history. The survey was started in the Summer of 2005 and currently is in the stage of data treatment and analysis.

The nearest plans of KIMEP in the realm of IRA activity is to undertake the following studies:

- Program Outcome Survey
- Faculty Satisfaction Survey
- Survey of Non-graduated Students

KIMEP Campus

BOOK STORE resides adjacent to “KIMEP Grill” on the ground floor of the Valikhanov building. The store provides stationery, souvenirs and gifts.

DORMITORY Student housing is conveniently located on the KIMEP campus in the heart of Almaty. The capacity of the Dormitory is 399 students. There are comfortable and clean rooms on four living floors served by a polite and friendly staff. Laundry services, study lounges, television rooms, hair salon, and kitchens are available for student use. On the first floor, dining services are available for fresh, hot, homemade dishes operating for breakfast, lunch and dinner. Utilities such as cable television, telephones, electricity and water are provided at no charge. Off-campus housing services are available through the Director of Faculty Housing and Campus Housing Liaison, located within the Dormitory complex. The entire Dormitory as well as the entire KIMEP campus are guarded by security on a 24-hour a day basis.

GREAT HALL is a recently renovated state-of-the-art amphitheatre. Currently, the Great Hall hosts many activities, including a bi-weekly screening of the latest hit movies on a full-scale movie screen by the student-run KIMEP Film Society with a theatre-quality sound system. In addition, the KIMEP English Language Theatre (KELT), the only English-based theatre production in Kazakhstan, hosts a full theatrical production twice a year. The Great Hall is host to a variety of conferences, guest speakers, and seminars, including the KIMEP Speaker’s Forum. The theatre seats 500 comfortably.

MEDICAL SERVICES office is located inside the Dormitory and provides basic medical and emergency services to students, faculty and staff. KIMEP has agreements with a number of hospitals in Almaty where patients are referred for specialized services. In addition, employees are covered by an agreement with NSK Insurance Company to provide basic first aid at a patient’s home and work, emergency services, preventative medical examinations and various other medical in and outpatient services.

SPORTS COMPLEX is conveniently located on campus and has almost everything to meet the requirements of the sports activities of students, faculty, and guests. Regular weekly activities include volleyball, indoor football, basketball and aerobics. The Director of the Sports Complex regularly schedules competitions between the students and faculty. Already, the Sports Complex is equipped with a wide variety of facilities including training machines, a full-length basketball court, weight-lifting room, and a special aerobics and fitness room. A number of showers and lockers are available and entrance to the Sports Complex is free for KIMEP faculty, staff and students.

STUDENT CENTER is the center of student life at KIMEP. It provides, cultural, social, leisure, and extra-curricular activities for the KIMEP community and guests, and is home for student activities, campus clubs and organizations. Recent renovations have allowed for an expansion of the activities within. Current activities hosted in the Student Center include, Karate Lessons, aerobics, Salsa and Tango dance lessons, Disco nights, Job and Student Organizational Fairs, and a host of other events. Renovation works in the basement floor have created a small coffee house that serves as a student lounge with games, drinks and light snacks.

STUDENT DINING Currently, students have 3 full-time locations where they can choose to eat, ranging from cafeteria-style breakfasts and lunches in the KIMEP Grill, home-cooked local dishes in the Dormitory Canteen and quick western-style fast food in the Student Center. All locations offer friendly service, not to mention delicious and affordable meals. In most locations all three meals of the day are served. These locations are popular among students in order to eat, drink, or just simply talk between classes.

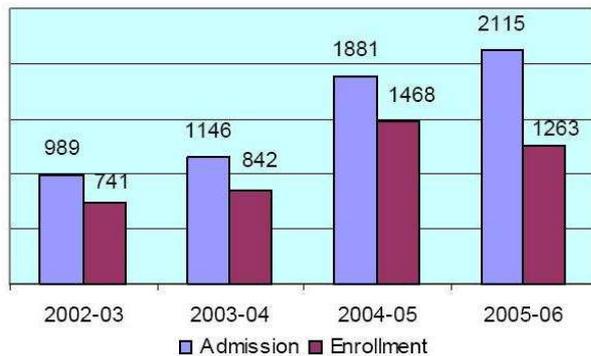
STUDENT ORGANIZATIONS play a vital role at any academic institution. Currently, there are over 13 registered Student Organizations that bring unlimited excitement and energy to the KIMEP campus. In addition, their work contributes greatly to the intellectual and personal development of our students. When possible, we always encourage our student leaders to participate in the development of KIMEP policy and procedures and often invite them to serve on KIMEP Standing Committees to represent the interest of students.

KIMEP *in* Numbers 2002-06

ADMISSION AND ENROLLMENT STATISTICS

	Admission			Enrollment		
	UGrad	Grad	Total	UGrad	Grad	Total
Fall 2005	1801	314	2115	1068	195	1263
2004-05	1557	324	1881	1230	238	1468
2003-04	843	303	1146	639	203	842
2002-03	582	407	989	467	274	741

Enrollment and Admission Dynamics, 2002-05



ACADEMIC PROGRAMS AND OFFERED DEGREES

Undergraduate Programs, 2002-05

	Fall 2005	2004-05	2003-04	2002-03
BSc in Accounting	●	●	●	●
BSc in Finance	●	●	●	●
BSc in Financial Management	●			
BSc in Information Systems	●	●	●	●
BSc in Management		●	●	●
BSc in Management and Human Resource Management	●			
BSc in Marketing	●	●	●	●
BSc in Natural Resource Management	●			
BSc in Operations and Logistics				●
BSc in Operations Management	●	●	●	
BAE in Business Economics	●	●	●	●
BAE in Public Policy Economics	●	●	●	●
BAE in Resource and Environmental Economics	●	●	●	●
BSS in Central Asian Politics	●			
BSS in International Relations	●	●	●	●
BSS in Political Science	●	●	●	●
BSS in Public Administration	●	●	●	●
BSS in Public Management	●			
BSS in Finance Management	●			
BSS in Natural Resource Management	●			
BA in International Journalism	●	●	●	
TOTAL NUMBER OF PROGRAMS	19	13	13	12

Graduate Programs, 2002-05

	Fall 2005	2004-05	2003-04	2002-03
Master Degrees				
MBA in Accounting and Finance		●	●	●
MBA in Accounting	●			
MBA in Finance	●			
MBA in Operations and Logistics				●
MBA in Information Systems	●	●	●	●
MBA in Management	●	●	●	●
MBA in Marketing	●	●	●	●
MBA in Operations Management	●	●	●	
ExMBA	●			
MIB	●			
MA in Financial Analysis	●	●	●	●
MA in International Economics	●	●	●	●
MA in Public Policy Economics	●	●	●	●
MIR	●	●	●	●
MPA in Information Technology and Research Methods in Public Administration				●
MPA in Research and Information Technology	●	●	●	
MPA in Natural Resource Management	●			
MPA in Public Finance	●			
MPA in Public Finance and Management		●	●	●
MPA in Public Management	●			
MPA in Public Policy	●	●	●	●
MAIJ in Media Management	●	●	●	
MAIJ in News and Media Management				●
MAIJ in Print and Broadcast Journalism	●			
MAIJ in Public Relations	●	●	●	●
Evening MBA in Accounting and Finance			●	●
Evening MBA in Management			●	●
Evening MBA in Marketing			●	●
TOTAL Master Degrees	20	14	17	17
Doctoral Degrees				
DBA in Accounting	●	-	-	-
DBA in Finance	●			
DBA in Management	●			
DBA in Marketing	●			
DBA in Operations Management and Information Systems	●			
TOTAL Doctoral Degrees	5	0	0	0
TOTAL NUMBER OF PROGRAMS	25	13	13	17

STUDENT CHARACTERISTICS

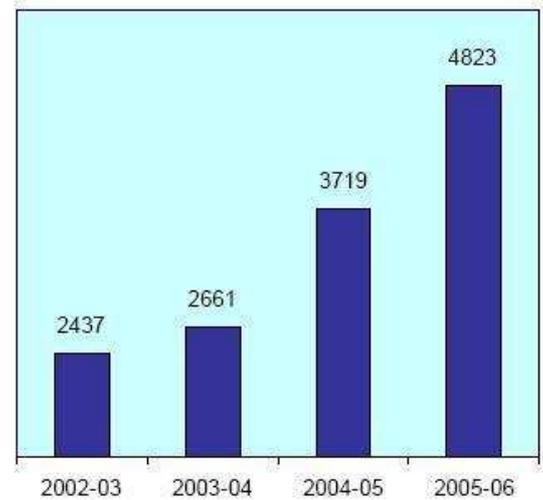
Total Number of Students

	Undergraduate					Graduate					Total	Grand Total
	BAE	BAIJ	BSC	BSS	Total	MA	MAIJ	MIR	MBA	MPA		
Fall 2005	978	113	2002	991	4084	84	73	48	448	86	739	4823
2004-05	574	66	1666	746	3052	95	80	52	360	80	667	3719
2003-04	384	17	1243	446	2090	122	62	28	291	68	571	2661
2002-03	263	0	1160	400	1823	232	30	23	240	89	614	2437

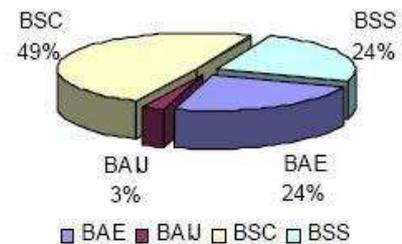
Students by Gender

		Fall 2005	2004-05	2003-04	2002-03
UNDERGRADUATE					
BAE	Females	505	287	200	130
	Males	473	287	184	133
	All	978	574	384	263
BAIJ	Females	89	53	14	0
	Males	24	13	3	0
	All	113	66	17	0
BSC	Females	1111	943	705	675
	Males	891	723	538	485
	All	2002	1666	1243	1160
BSS	Females	573	452	277	253
	Males	418	294	169	147
	All	991	746	446	400
Total	Females	2278	1735	1196	1058
	Males	1806	1317	894	765
	All	4084	3052	2090	1823
GRADUATE					
MA	Females	37	42	57	119
	Males	47	53	65	113
	All	84	95	122	232
MAIJ	Females	58	61	46	23
	Males	15	19	16	7
	All	73	80	62	30
MIR	Females	28	29	17	14
	Males	20	23	11	9
	All	48	52	28	23
MBA	Females	282	214	175	150
	Males	166	146	116	90
	All	448	360	291	240
MPA	Females	49	47	39	55
	Males	37	33	29	34
	All	86	80	68	89
Total	Females	454	393	334	361
	Males	285	274	237	253
	All	739	667	571	614
TOTAL					
Females		2732	2128	1530	1419
Males		2091	1591	1131	1018
All		4823	3719	2661	2437

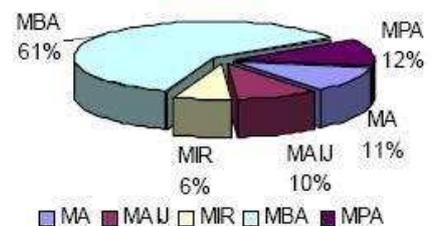
Students' Headcount by Years (graph)



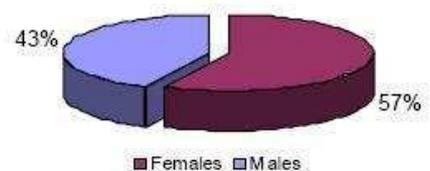
2005-06 Bachelor Students by Programs



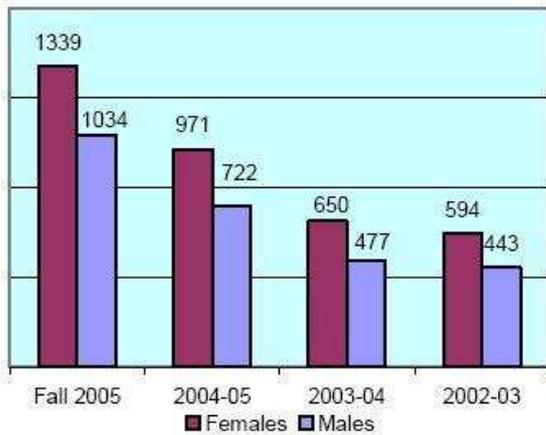
2005-06 Master Students by Programs



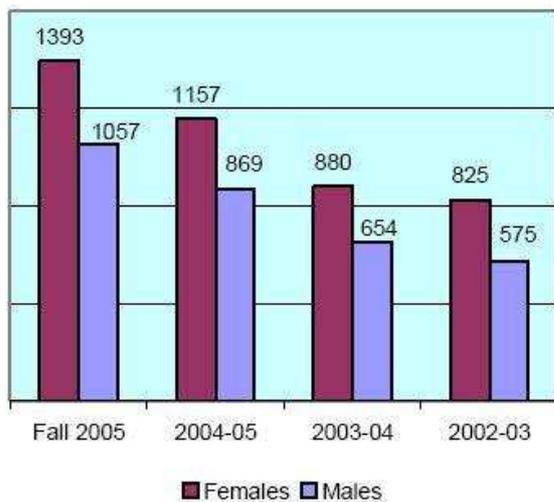
Gender Composition of 2005-06 KIMEP Students (Total)



Dynamic of Gender Composition of Students, College of Social Sciences



Dynamic of Gender Composition of Students, Bang College of Business



Number of EMBA students by Years and Semesters

	Spring		Summer		Fall	
	Spring 1	Spring 2	Summer 1	Summer 2	Fall 1	Fall 2
2005	138	103	95	92	52	17
2004	344	291	205	143	164	146
2003		815	516	473	382	423
2002		550	271	198		687

Students by Origin (2002-Fall 2005)

	Fall 2005	2004-05	2003-04	2002-03
International	189	114	92	153
Kazakhstan	4634	3605	2569	2284
GRAND TOTAL	4823	3719	2661	2437

Composition of KIMEP Students, 2005-06



Students of KIMEP Exchange Programs

	2005	2004	2003	2002	Total
Aarhus School of Business	3	0	0	0	3
Dickinson State University	0	1	1	2	4
International Summer School at Schmalkalden	5	8	8	0	21
Istanbul Stock Exchange	1	0	0	0	1
Jonkoping International Business School	3	2	3	0	8
Korea University of Business School	3	0	0	0	3
Sookmyung Women's University	0	0	1	0	1
Summer School at Hankuk					
University of Foreign Studies	3	0	0	0	3
University of Applied Sciences in Schmalkalden	1	7	0	0	8
University of Northern Colorado	2	1	3	0	6
TOTAL	21	19	16	2	58

Average Grades by Programs and Semesters

	2005			2004				2003				2002					
	Spring	SU1	SU2	Spring	SU1	SU2	Fall	Winter	Spring	SU1	SU2	Fall	Spring	SU	SU1	SU2	Fall
BAE	C	C+	C	C+	C+	C+	C	B	B-	B-	B	C+	C+	B-	C+	B+	C+
BAIJ	B-	B	C+	B-	A-	C+	C+	-	B+	A+	-	C+	-	B+	-	-	A
BSc	B-	B-	C+	B-	B-	B	C+	B+	B	B-	B	B-	B	C+	B	B	B-
BSS	C	C+	C	C+	C+	C+	C	A+	B-	B	B	B-	B-	C+	B-	B+	B-
MA	B+	B+	B	B+	B	B+	B	-	B+	B+	B-	B+	B+	B	B+	-	B
MAIJ	B+	B	B	B	A-	A-	B	-	A-	A	B+	-	-	-	-	-	B
MBA	B+	B+	B	B+	B+	B+	B+	B	B	B	B	B	B	B+	B-	B	B+
MIR	B-	C+	B	B-	A-	B-	C+	-	C+	B+	A-	B-	-	B	-	-	C
MPA	B	B+	B-	B+	B	B+	B-	B-	B+	A-	B+	B+	B	B-	B-	A-	B-

TUITION AND FEES

Graduate Tuition Fees

	Fall 2005, KZT	Spring 2005, KZT	Fall 2004, USD	2003-04, USD	2002-03, USD
Kazakhstan and CIS					
MBA per 1 credit	20,150	15,600	120	108	93
3 credits/ 1 course	60,450	46,800	324	324	280
English per semester	26,010	26,010	200	200	200
				3-d year: 120	2-d year: 150
				3-d year: 360	3-d year: 125
				3-d year: 200	3-d year: 93
MA per 1 credit	19,240	15,600	120	108	93
3 credits/ 1 course	57,720	46,800	324	324	280
English per semester	26,010	26,010	200	200	200
				3-d year: 120	2-d year: 150
				3-d year: 360	3-d year: 125
				3-d year: 200	3-d year: 93
MPA per 1 credit	14,950	12,130	93	93	93
3 credits/ 1 course	44,850	36,390	280	280	280
English per semester	26,010	26,010	200	200	200
				3-d year: 150	2-d year: 150
				3-d year: 150	3-d year: 125
MIR per 1 credit	14,950	12,130	93	93	93
3 credits/ 1 course	44,850	36,390	280	280	280
English per semester	26,010	26,010	200	200	200
				3-d year: 150	2-d year: 150
				3-d year: 150	3-d year: 125
IJMC per 1 credit	14,130	11,700	90	90	90
3 credits/ 1 course	42,390	35,100	270	270	270
English per semester	26,010	26,010	200	200	200
Non-CIS foreign countries					
MBA per 1 credit	30,300	26,200	134	134	134
3 credits/ 1 course	90,900	78,600	403	403	403
English per semester	26,010	26,010	200	200	200
				3-d year: 167	3-d year: 167
				3-d year: 501	3-d year: 501
				3-d year: 150	2-d year: 150
				3-d year: 150	3-d year: 125
MA per 1 credit	28,800	26,200	134	134	134
3 credits/ 1 course	86,400	78,600	403	403	403
English per semester	26,010	26,010	200	200	200
				3-d year: 167	3-d year: 167
				3-d year: 501	3-d year: 501
				3-d year: 150	2-d year: 150
				3-d year: 150	3-d year: 125
MPA per 1 credit	22,500	26,200	134	134	134
3 credits/ 1 course	67,500	78,600	403	403	403
				3-d year: 167	3-d year: 167
				3-d year: 501	3-d year: 501

English per semester	26,010	26,010	200	200	200
				3-d year: 150	2-d year: 150
				3-d year: 150	3-d year: 125
MIR per 1 credit	22,500	26,200	134	134	134
3 credits/ 1 course	67,500	78,600	403	403	403
English per semester	26,010	26,010	200	200	200
IJMC per 1 credit	21,300	26,200	134	134	134
3 credits/ 1 course	63,900	78,600	403	403	403
English per semester	26,010	26,010	200	200	200

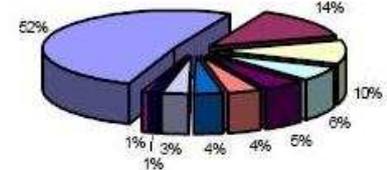
Undergraduate Tuition Fees

	Fall 2005, KZT	Spring 2005, KZT	Fall 2004, USD	2003-04, USD	2002-03, USD
Kazakhstan & CIS					
BSc per 1 credit	13,910	11,050	85	75	70
3 credits/ 1 course	41,730	33,150	255	225	210
					3-d year: 63
					4-th year: 44
					3-d year: 190
					4-th year: 132
BSS per 1 credit	12,870	10,400	80	70	63
3 credits/ 1 course	38,610	31,200	240	210	190
					4-th year: 132
BAE per 1 credit	12,870	10,400	80	70	63
3 credits/ 1 course	38,610	31,200	240	210	190
BAU per 1 credit	12,870	8,450	65	65	n/a
3 credits/ 1 course	38,610	25,350	195	195	n/a
Non-CIS Foreign Countries					
BSc per 1 credit	21,000	17,940	92	92	92
3 credits/ 1 course	58,500	53,820	276	276	276
				4-th year: 85	3-d, 4-th years: 85
				4-th year: 85	
				4-th year: 256	3-d, 4-th years: 256
BSS per 1 credit	19,500	16,640	85	85	85
3 credits/ 1 course	58,500	49,920	256	256	256
BAE per 1 credit	19,500	16,640	85	85	85
3 credits/ 1 course	58,500	49,920	256	256	256
BAU per 1 credit	15,300	16,640	85	85	n/a
3 credits/ 1 course	45,900	49,920	256	256	n/a

Other Fees

	2005-06 KZT	2004-05, USD	2003-04, USD	2002-03, USD
English for Level Introduction to Computers Test	52000	200	200	200
1300 as a 3 credit course		10	10	10
Course Pre-MA courses (per course)	26000	100	100	100
Pre-MBA courses (per course)	26000	200	200	280
				n/a

Externally Funded Financial Aid, 2004-05



■ HESP OSI	■ The Eurasia Foundation
■ AGIP KCO	■ USAID
■ Citibank Kazakhstan	■ PetroKazakhstan Kumkol Resources
■ HSBC Bank Kazakhstan	■ Karazhanbasmunay
■ Deloitte&Touche LLP	■ Jeewoo Venture Capital

LIVING ON CAMPUS*

	Jan 2005 – Fall 2005, KZT	2004- 05, USD	2003- 04, USD	2002- 03, USD
Bed in double room without telephone	6,501	50	33	33
Bed in double room with telephone	7,151	55	35	35
Bed in deluxe double room	10,402	80	55	55
Bed in a three-bed deluxe room	9,101	70	48	48
Bed in a three-bed room with telephone	4,941	38	25	25
Bed in a six-bed deluxe room	9,752	75	50	50
Bed in a five-bed deluxe room	11,702	90	60	60

* Campus accommodation, payment per month

KIMEP-Funded Financial Aid

	Fall 2005, KZT	2004-05, KZT	2003-04, USD	2002-03, USD
1. Work-Study Discounts for Children with a Single Parent	5,646,935	5,997,490	26,925	64,095
2. Work-Study Discounts for Children of Pensioners	1,456,518	994,448	6,061	22,281
3. Work-Study Discounts for Orphans	762,060	577,270	1,300	0
4. Ethnic Minority Scholarship	231,660	369,231	2,380	0
5. KIMEP Tuition Waiver	576,680	5,409,267	64,948	56,058
6. Discounts for Children of KIMEP Employees	2,448,160	2,978,452	36,403	25,074
7. KIMEP Presidential Tuition Waiver	1,911,640	2,695,130	16,515	16,150
8. Nursultan Nazarbayev Scholarship	1,503,614	2,177,029	12,325	8,710
9. KIMEP Family Work-Study Tuition Discount	2,254,575	1,891,459	9,865	9,815
10. KIMEP/USAID Scholarship	542,753	1,151,919	0	0
11. KIMEP Dean's Tuition Waiver	817,020	1,069,354	11,628	13,163
12. KIMEP/EURASIA Scholarship	914,545	1,034,589	0	0
13. Altyn Belgi Scholarship	1,243,120	0	0	0
14. Central Asian Scholarship	1,489,470	0	0	0
KIMEP TOTAL	21,798,750	26,345,638	188,350	215,345
Dr. Bang's Letters	0	0	5,100	8,760
TOTAL Dr. Bang's Letters	0	0	5,100	8,760

FINANCIAL AID

Externally Funded Financial Aid (Corporate Scholarships)

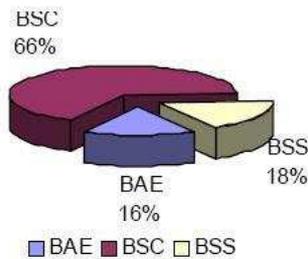
	Fall 2005, KZT	2004-05, KZT	2003-04, USD	2002-03, USD
1 AGIP KCO	0	2,496,000	12,000	16,676
2 Citibank Kazakhstan	0	1,300,000	0	0
3 Deloitte&Touche LLP	0	260,040	0	0
4 Hurricane	0	0	0	600
5 HESP OSI	0	12,732,852	204,307	196,099
6 HSBC Bank Kazakhstan	959,790	912,740	5,525	0
7 Jeewoo Venture Capital	0	211,543	2,850	0
8 Karachaganak Petroleum O.B.V.	0	0	6,000	0
9 Karazhanbasmunay	418,655	806,062	6,200	5,343
10 PetroKazakhstan Kumkol Resources	1,590,380	1,072,560	10,000	0
11 Philip Morris Kazakhstan	0	0	6,408	0
12 The Eurasia Foundation	9,334,520	3,387,523	21,947	24,300
13 USAID	898,580	1,586,121	94,030	141,150
TOTAL	13,201,925	24,765,441	369,267	384,168

LIBRARY HOLDINGS

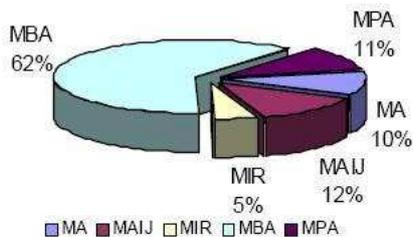
	Fall 2005	2004-05	2003-04	2002-03
BOOKS				
Collection in Use				
English	39214	38000	35800	33100
Russian	4345	4330	4230	4080
Kazakh	680	670	570	566
Old Collection				
Russian	158000	158000	168000	168000
Kazakh	21000	21000	21000	21000
TOTAL Books	223239	222000	229600	226746
E-RESOURCES				
EBSCO	●	●	●	●
INTAS	●	●	●	●
JURIST	●	●	●	●
KIMEP Reference Database	●	●	●	●
JSTOR	●	●	●	●
SSRN	●	●	●	●
EconLit	●	●	●	●
Ebrary	●	●	●	●
TOTAL E-Resources	7	7	7	4
PERIODICALS				
Scholarly journals	32	32	18	16
Other periodicals	83	83	82	76
TOTAL Periodicals	115	115	100	92
SPACE, m ²	1600	1600	1600	1426
SEATS	275	275	275	230
COMPUTERS	11	11	5	4

CONFERRED DEGREES

2005-06 Bachelor Graduates by Programs



2005-06 Master Graduates by Programs



Total Conferred Degrees

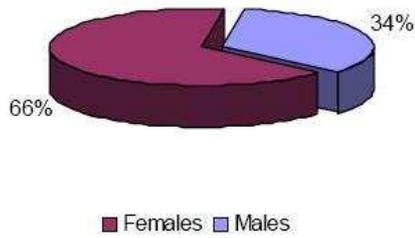
	Undergraduate					Graduate					Total	Grand Total
	BAE	BAIJ	BSC	BSS	Total	MA	MAIJ	MIR	MBA	MPA		
2006*	34	214	43	1	292	12	11	90	5	14	132	424
2005	47	0	192	52	291	14	17	7	85	15	138	429
2004	29	0	164	67	260	50	13	2	72	21	158	418
2003	0	0	251	74	325	47	0	0	54	25	126	451
2002	0	0	0	0	0	51	0	0	60	15	126	126

* Projected numbers

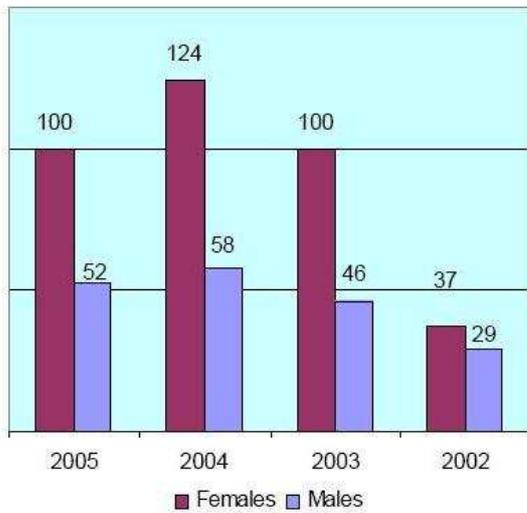
Conferred Degrees by Gender

		2005	2004	2003	2002
BAE	Females	25	21	0	0
	Males	22	8	0	0
	All	47	29	0	0
BSC	Females	130	97	154	0
	Males	62	67	97	0
	All	192	164	251	0
BSS	Females	40	48	47	0
	Males	12	19	27	0
	All	52	67	74	0
BAIJ	Females	0	0	0	0
	Males	0	0	0	0
	All	0	0	0	0
Total	Females	195	166	201	0
	Males	96	94	124	0
	All	291	260	325	0
MA	Females	5	28	31	31
	Males	9	22	16	20
	All	14	50	47	51
MAIJ	Females	13	10	0	0
	Males	4	3	0	0
	All	17	13	0	0
MIR	Females	6	2	0	0
	Males	1	0	0	0
	All	7	2	0	0
MBA	Females	55	45	41	39
	Males	30	27	13	21
	All	85	72	54	60
MPA	Females	11	15	22	6
	Males	4	6	3	9
	All	15	21	25	15
Total	Females	90	100	94	76
	Males	48	58	32	50
	All	138	158	126	126
Females		285	266	295	76
Males		144	152	156	50
All		429	418	451	126

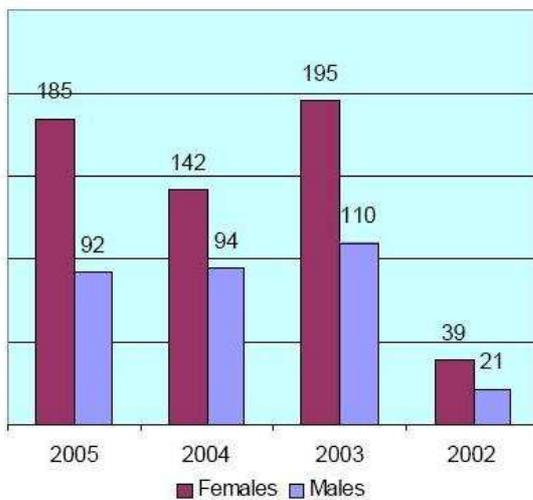
Gender Composition of 2005-06 Graduates



Dynamic of Gender Composition of Graduates, College of Social Sciences



Dynamic of Gender Composition of Graduates, Bang College of Business



Average GPA by Program and Year of Graduation

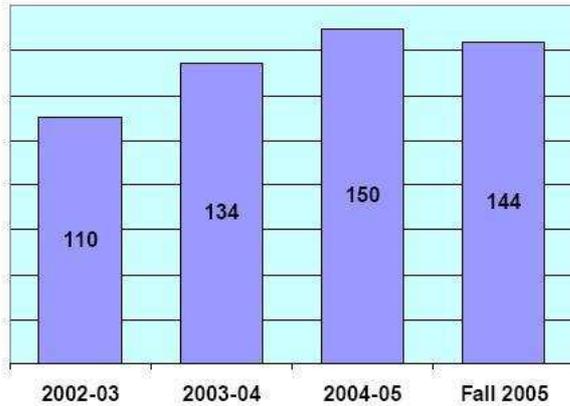
	2005	2004	2003	2002
UNDERGRADUATE				
BAE	3.22	3.14		
BSc	3.19	3.21	3.18	
BSS	3.17	3.29	3.15	
GRADUATE				
MA	3.58	3.68	3.50	3.43
MAIJ	3.67	3.84		
MBA	3.60	3.45	3.40	3.27
MIR	3.57	3.62		
MPA	3.74	3.61	3.33	3.36
TOTAL AVERAGE GPA	3.47	3.48	3.31	3.35

Length of Study of 2002-05 Graduates

	Years	2005	2004	2003
UNDERGRADUATE				
BAE	2	1		
	3	5	3	
	4	36	26	
	5	5		
	Total		47	29
BSc	2	2		
	3	5	2	1
	4	145	143	250
	5	34	19	
	6	6		
Total		192	164	251
BSS	2		2	2
	3	1	2	
	4	41	54	72
	5	7	9	
	6	3		
Total		52	67	74
GRADUATE				
MA	1	2		
	2	9	50	43
	3	3		3
	4			1
Total		14	50	47
MAIJ	1	1	1	
	2	10	12	
	3	6		
Total		17	13	0
MBA	1	11	7	
	2	65	61	50
	3	9	4	3
	4			1
Total		85	72	54
MIR	1	1		
	2	3	2	
	3	3		
Total		7	2	0
MPA	1	5	4	
	2	8	16	23
	3	2		2
	4			
	5		1	
Total		15	21	25

FACULTY MEMBERS AND TEACHING STAFF

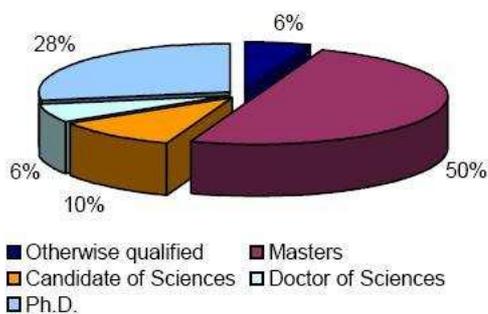
Number of KIMEP Faculty Members Dynamics 2002-05



KIMEP Faculty Members* by Degree

	Fall 2005	2004-05	2003-04	2002-03
Ph.D.	40	39	31	19
Doctor of Science	9	8	7	6
Candidate of Science	15	14	11	8
Masters	72	77	76	68
Otherwise qualified	8	12	9	9
TOTAL	144	150	134	110

KIMEP Faculty Members Composition by Degrees, Fall 2005



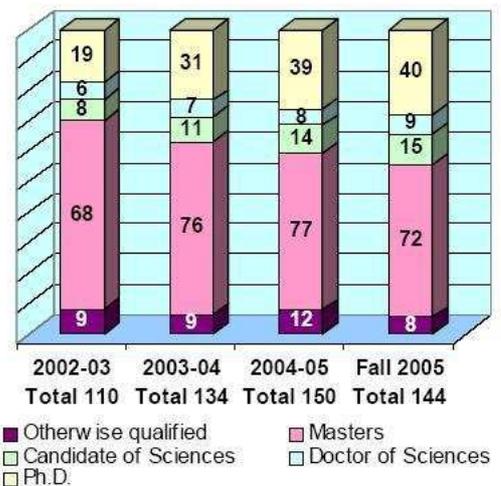
KIMEP Faculty and Staff Countries of Origin, 2002-05

	Fall 2005	2004-05	2003-04	2002-03
Bangladesh				
Bulgaria				
Canada				
Czechia				
France				
Great Britain				
Greece				
India				
Iran				
Ireland				
Kazakhstan				
Kyrgyzstan				
Latvia				
Mexico				
Nigeria				
Poland				
Portugal				
Russia				
Singapore				
South Africa				
South Korea				
Switzerland				
Turkey				
USA				
Uzbekistan				
TOTAL	13	18	16	17

Diversity of KIMEP Faculty Members

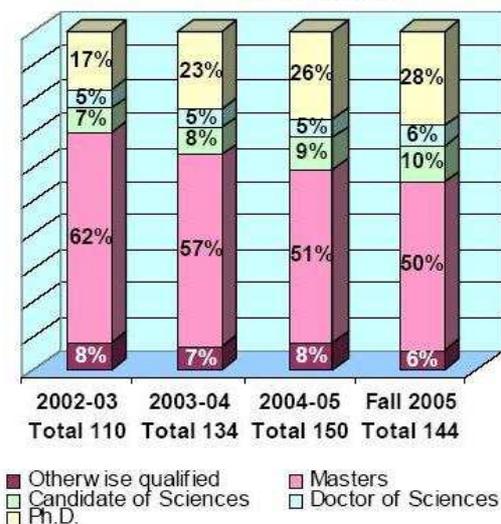
	Fall 2005	2004-05	2003-04	2002-03
International	28 %	29 %	26 %	28 %
Local	72 %	71 %	74 %	72 %
GRAND TOTAL	100 %	100 %	100 %	100 %

Dynamics of Faculty Composition by Degrees, 2002-05



* All professors and lecturers are regarded to be Faculty Members at KIMEP

Dynamics of Faculty Composition by Degrees, 2002-05 (%)



KIMEP GUEST RESEARCHERS

Name	Research
Fall 2005	
Ryan Kennedy , Ohio State University (USA)	Natural Resource Curse
Wojciech Prostack , Poznan University of Economics (Poland)	Foreign Direct Investments in the Republic of Kazakhstan in the Period of 1998-2002.
Zulfikar Sarkhad , Academy of Management of Mongolia (Mongolia)	Comparison of the Post-Communist Countries. General Social, Economical and Political Conditions in Case of Hungary, Kazakhstan and Mongolia
2004-2005	
Damilola Sadyq , San Francisco University (USA)	Dutch Disease Effect with Regard to the Case of Kazakhstan
Jamil Rashid (Canada)	Central Asian Linkages with Afghanistan and South Asia
Melissa M. Burn , Institute for Conflict Analysis and Resolution, George Mason University (USA)	How Clan Identity Shapes Democratization: A Comparative Case Study in Central Asia.
Vicky J. Meretsky , Indiana University (USA)	Biodiversity in Kazakhstan
Wojciech Prostack , Poznan University of Economics (Poland)	Foreign Direct Investment (FDI) in Poland
2003-2004	
1. Edward M. Wittenstein , Yale University (USA)	Crafting a Comprehensive Biological Weapons (BW) Nonproliferation Strategy in Kazakhstan
2002-2003	
1. Hakan Guenes , Istanbul University (Turkey)	Central Asian Studies; Politics/International Relations

KIMEP ACADEMIC EVENTS AND PUBLICATIONS

KIMEP Regular Publications

	First Issued	Number of Issues	Mission
Catalog	2001	4	The KIMEP Catalog regularly provides students, faculty members, administrators and all other interested persons with the details of graduate and undergraduate studies at KIMEP. Academic Policies and Procedures, Rules and Regulations, academic departments, programs, curricula and organizational structures of the Institution – all are described in KIMEP Catalog.
Central Asian Journal of Management, Economics and Social Research (CAJ)	2000	5	Central Asian Journal of Management, Economics and Social Research is a double-blind peer reviewed academic journal publishing quality research articles pertaining to the issues of economic and social studies of Central Asia
Research Bulletin	2003	2	The Research Bulletin of KIMEP is an annual publication that provides information on research potential of KIMEP.

KIMEP Seminars, Round Tables and Trainings

Conference Title
Seminar on "Training Program for KIMEP English Language Teachers", Session One 5-24 January, 1998 in cooperation with ESADE Business School, Barcelona
Seminar on "Training Program for KIMEP English Language Teachers", Session Two 2-13 March, 1998 in cooperation with ESADE Business School, Barcelona
Seminar on "Training Program for KIMEP English Language Teachers", Session Three 4-15 May, 1998 in cooperation with ESADE Business School, Barcelona
Second Annual Central Asia Summer Seminar "Seizing the Opportunity for Sustained Growth and Improved Equity" 5-17 June, 2000 in cooperation with Yale University (USA)
Round table on "Freedom of Speech and Journalism Training" 1-5 December, 2003
Training on "Annual Summer School for Regional Journalist" 20-23 June, 2005
Training on "Professional Standards of Terrorism Coverage" 20-23 June, 2005
Round table on "Reporting Political Tendencies in Central Asia" 6 October, 2005

KIMEP Conferences

Date	Conference Title
1998	
10-11 January	Conference on Banking Policy in CIS
2000	
2 January	The First KIMEP Conference on Student Research Activities
2001	
14 April	The Second KIMEP Conference on Student Research Activities
2002	
23-24 February	The Third KIMEP Conference on Student Research Activities "10 years of independence: Building an Open Society and Democracy"
19-20 July	Joint Summer Conference "Global Foreign Policy Issues After September 11: Perspectives from Asia and the West"
2003	
9-12 June	International Conference "Advances in Statistical Inferential Methods" (ASIM)
25-27 June	Education and Ethics Conference
2004	
24-25 April	Crisis Communication, Prediction, Prevention and Management Conference
14 May	Student Research and Practice Conference "Internship in Governmental Bodies, International and Nongovernmental Organizations. Results and Perspectives for Improvement"
7-8 June	Conference on Professional Coverage of Election Campaigns
8-9 October	The Fourth International Student Research Conference at KIMEP "Economies and Politics in Transition: Central Asia and Beyond"
2005	
6-8 October	The Fifth Annual KIMEP International Research Conference "Changing Society Through Research and Practice"
28 October	The Second Student Research and Practice Conference "Internship in Governmental Bodies, International and Nongovernmental Organizations. Results and Perspectives for Improvement"
5 November	Express Publishing Conference

KIMEP SPEAKERS' FORUM

Presentations of the KIMEP Speakers' Forum 2004-05

	Speaker's Name and Position	Title of presentation
2005		
2 February	Dilbar Gimranova <i>Senior Lecturer, Bang College of Business, KIMEP</i>	MBA Internship Support Training: "How to Write Knock-Out Resumes and Cover Letters"
4 February	Dr. Robert Robertson <i>Dean, Bang College of Business,</i> Dr. Shamsul Haque <i>Professor, Department of Finance, Bang College of Business</i> Dr. Nathan Kling <i>Visiting Scholar, Bang College of Business</i> KIMEP	Presentation on the Doctoral Program at KIMEP
18 February	H. E. Ms. Akmaral Kh. Arystanbekova <i>Ambassador-at-Large, Ministry of Foreign Affairs of the RK</i>	Different Perspectives on Globalization
19 April	Shayakhmetov Rinat, <i>Managing Director, JSC "TEXAKABANK"</i>	Corporate Culture in the Banking Sector
21 April	Mrs. Tuna Koprulu <i>Honorable Representative of Monaco to Turkey</i>	The White House, US Congress, and World Bank in the Modern World
4 October	Robert F. Simmons Jr. <i>Secretary General's Special Representative for The Caucasus And Central Asia, NATO</i>	NATO'S Partnership with Kazakhstan: Looking for Joint Responses to the New Security Challenges
2004		
19 January	HMA James Lyall Sharp <i>British Ambassador to Kazakhstan and Kyrgyzstan</i>	The work of the British Embassy in Kazakhstan
24 September	Piotr Iwazskiewicz <i>Embassy of Poland in Kazakhstan</i>	Accession of Poland to the European Union
15 October	<i>Representative of Nurbank</i>	Student Visa Cards
27 October	Megan Minnion <i>NATO representative, Information Officer</i>	Current Political NATO-EAPC (Euro-Atlantic Partnership Council) Issues and Closer Cooperation in Kazakhstan
29 October	Saule Kussayeva <i>IREX Manager</i>	IREX: presentation on the Eurasian Undergraduate and Graduate Program for 2004-2005
11 November	Dr. M. Habib Rahman <i>Vice President of Academic Affairs, KIMEP</i> and Dr. Kristopher White <i>Director of Quality Assurance, KIMEP</i>	On Accreditation
24 November,	Dr. Johan H. van Waveren <i>Deputy Chairman of the National Innovation Fund of Kazakhstan</i>	Industrial Diversification Strategy of the Kazakhstan Government

UNIVERSITY FINANCES

	Total revenue, USD mln	Total operating expenses, USD mln	Total capital expenses, USD mln	Fund raising activity, USD mln	Net result, USD mln
2005-06*	14.0	10.0	4.2	0.4	0.2
2004-05	9.7	8.0	2.0	0.4	0.1
2003-04	6.9	6.8	1.5	0.9	-0.5
2002-03	6.0	5.3	0.7	0.2	0.2

* Projected numbers

KIMEP Teaching Aid Facilities

As of August 2005

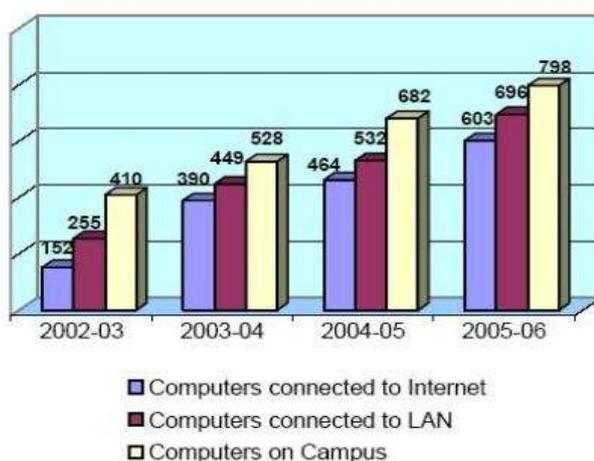
Overhead Projectors	28
Video Recorder	2
Video Camera	2
TV set	14
Audio Recorder	35
Radio Microphones	10
Automatic Telephone Station	3
Telephone	450
LCD Projector	14
Speaker System	12
Sound Buffer	4
Acoustic System	8
Video Projector	2
Dimmer block	2
Illumination Projectors	18
DVD Player	1
Mini Disc Player	1
Sound Processor	1
Mixer board	1
Microphones	5

TECHNICAL FACILITIES

KIMEP Computer Facilities

	2005-06	2004-05	2003-04	2002-03
STUDENT COMPUTER FACILITIES				
Computer Laboratories	13	11	9	7
Computers in the Laboratories (all connected to LAN and Internet)	287	240	187	140
Students per Computer Ratio	12	12	12	14
ALL COMPUTER FACILITIES				
Computers on Campus	798	682	528	410
Computers connected to LAN	696	532	449	255
Computers connected to Internet	603	464	390	152
INTERNET SPEED				
Total Internet Access Speed	2.5Mbps	1Mbps	640Kbps	448Kbps

Dynamics of KIMEP Computer Facilities, 2002-05



KIMEP ALUMNI

Number of KIMEP Alumni by Graduation Years

	2005	2004	2003	2002	2001	2000	1999	1998	1997	1996	1995	1994	TOTAL
BSc	192	164	251	0	0	0	0	0	0	0	0	0	607
BSS	52	67	74	0	0	0	0	0	0	0	0	0	193
BAE	47	29	0	0	0	0	0	0	0	0	0	0	76
MBA	85	72	54	60	58	111	130	140	134	78	87	69	1078
MA	14	50	47	51	50	47	50	36	38	15	10	12	420
MPA	15	21	25	15	16	13	22	14	24	54	0	0	219
MIR	7	2	0	0	0	0	0	0	0	0	0	0	9
MAIJ	17	13	0	0	0	0	0	0	0	0	0	0	30
EMBA	67	105	81	63	70	11	7	1	0	0	0	0	405
TOTAL	496	523	532	189	194	182	209	191	196	147	97	81	3037

KIMEP Alumni 2003-05: Employment Status

		2005	2004	2003
UNDERGRADUATE				
BSc	Graduated	192	153	213
	Employed or further studying	166	141	206
	Unemployed	26	12	7
BSS	Graduated	52	58	65
	Employed or further studying	41	57	55
	Unemployed	11	1	10
BAE	Graduated	47	27	0
	Employed or further studying	34	26	0
	Unemployed	13	1	0
GRADUATE				
MBA	Graduated	85	74	53
	Employed or further studying	72	65	49
	Unemployed	13	9	4
MA	Graduated	14	57	44
	Employed or further studying	13	54	40
	Unemployed	1	3	4
MPA	Graduated	15	25	23
	Employed or further studying	14	24	19
	Unemployed	1	1	4
MIR	Graduated	7	1	0
	Employed or further studying	4	1	0
	Unemployed	3	0	0
MAIJ	Graduated	17	5	0
	Employed or further studying	15	5	0
	Unemployed	2	0	0

Alumni Employment Fields, 2003-05

	2005	2004	2003
Banking	28	33	37
Consulting	6	3	3
Finance and Audit	162	148	106
Marketing	10	3	21
Oil and Gas	17	16	26
Production	19	19	9
Science and Education	56	90	92
Trade	26	31	21
Transportation and			
Telecommunication	4	2	1
Other areas	31	55	82

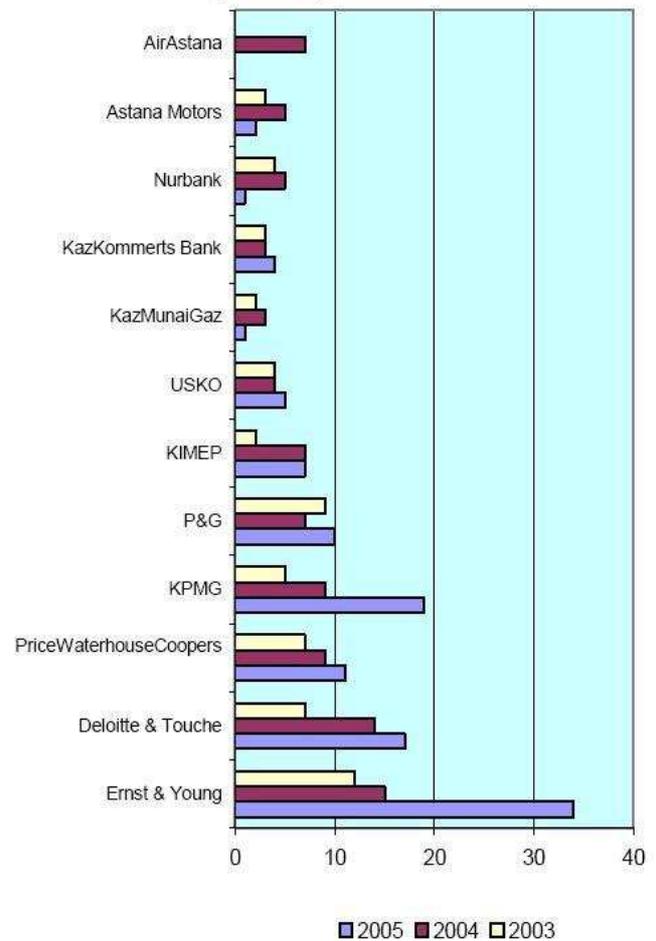
Salary Level of KIMEP Alumni 2003-05

	2005	2004	2003
less than USD 200	0.2%	3.0%	5.0%
USD 200-400	17.0%	32.0%	16.0%
USD 400-700	11.0%	25.0%	18.0%
USD 700-1000	26.0%	27.0%	20.0%
more than USD 1000	0.3%	0.5%	1.0%
didn't answer	45.5%	12.5%	40.0%

Top Dozen Employers of KIMEP Alumni, 2003-05

	2005	2004	2003
Ernst & Young	34	15	12
Deloitte & Touche	17	14	7
PriceWaterhouseCoopers	11	9	7
KPMG	19	9	5
P&G	10	7	9
KIMEP	7	7	2
USKO	5	4	4
KazMunaiGaz	1	3	2
KazKommerts Bank	4	3	3
Nurbank	1	5	4
Astana Motors	2	5	3
AirAstana	0	7	0

KIMEP Alumni Employment by the Top 12: Dynamics, 2002-05



KIMEP ALUMNI SURVEY 2005: Some of the Findings

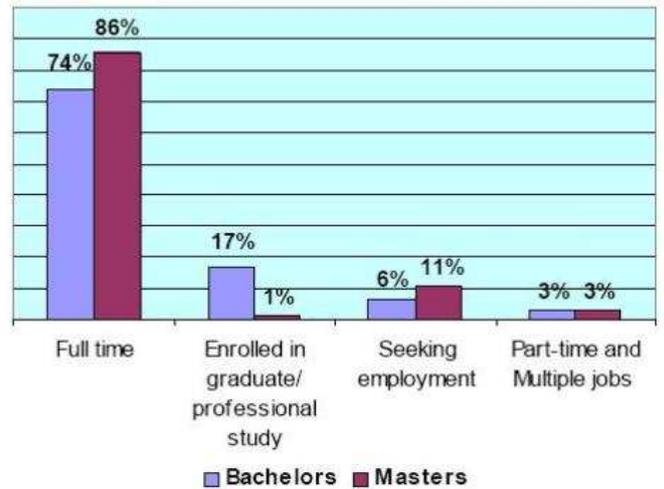
In 2005, KIMEP conducted alumni survey focusing solely on the KIMEP graduates of 2004 academic year. This survey was conducted in Russian and English languages through e-mail contacts and telephone interviews. The Survey Questionnaire consisted of 57 questions, soliciting information on personal details, employment, salary, and assessment of the KIMEP academic programs effectiveness.

The initial pool of 2004 graduates consisted of 523 people, who were all contacted either via e-mail or by phone. Of them, 217 (42%) provided necessary information for analysis: 117 Master degree holders and 100 Bachelor degree graduates.

The Survey was conducted by the KIMEP Center for Research and Development and a group of researchers headed by Dr. Simon W. Tai, Bang College of Business, KIMEP.

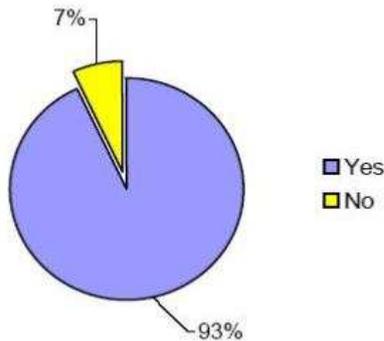
KIMEP ALUMNI' 2004: Current Employment Status

Are you currently employed?

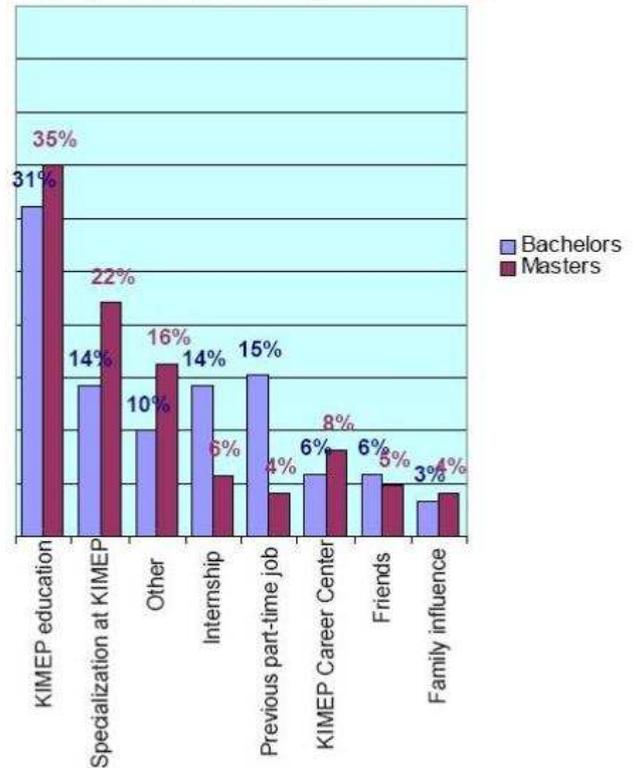


KIMEP ALUMNI' 2004: Would you recommend KIMEP to Prospective Students?

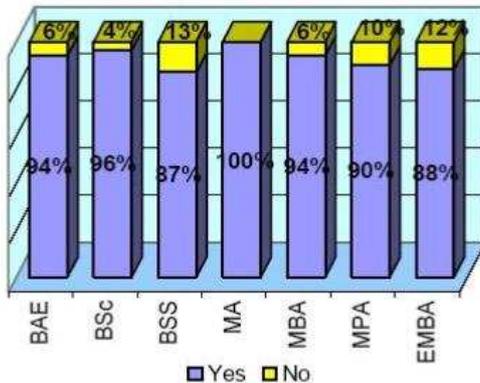
Master Graduates' 2004



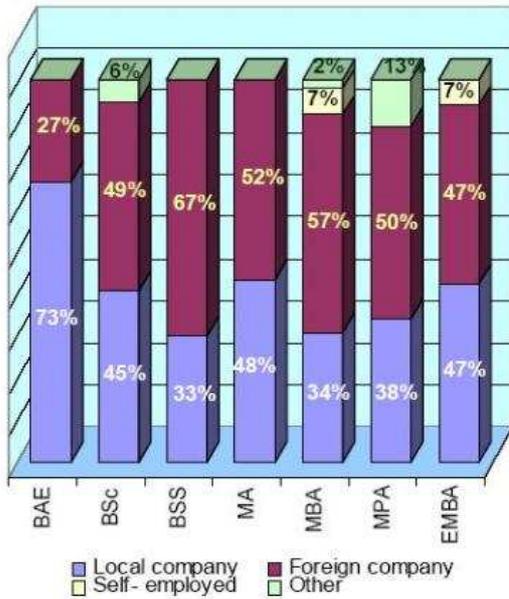
What are the most important factors that helped you get your first job after graduating from KIMEP?



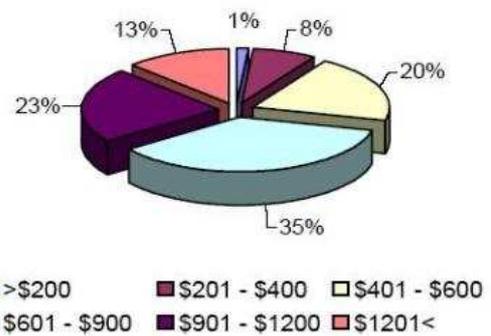
Graduates' 2004 by Programs



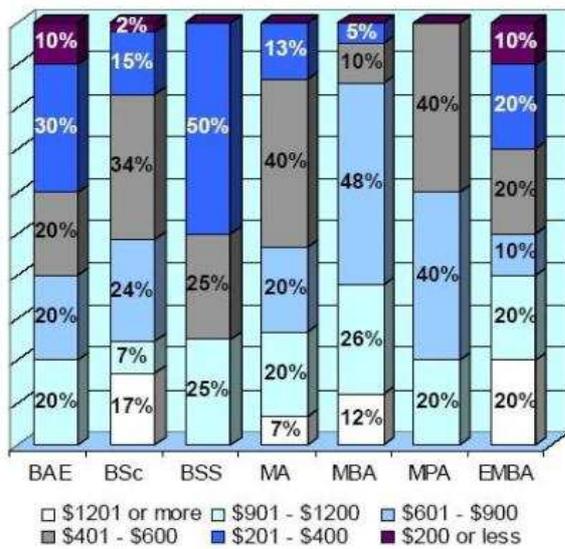
Type of Employment



Master Graduates' 2004: Monthly Salaries



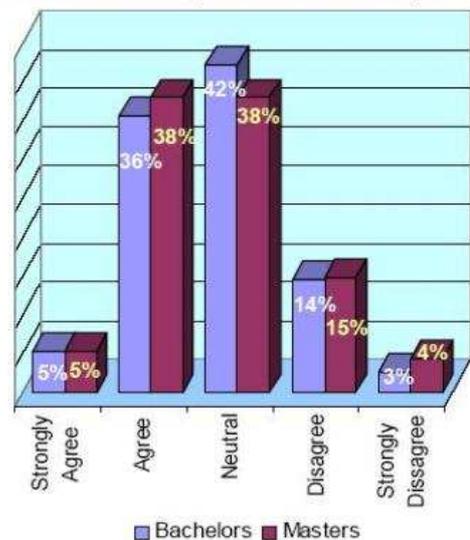
Monthly salary



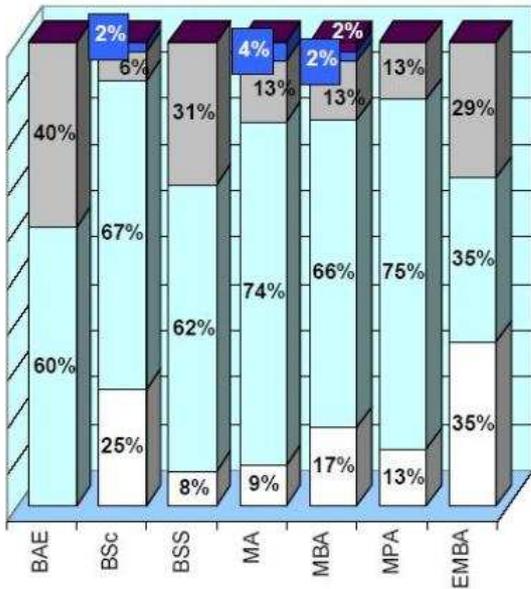
Master Graduates' 2004: Monthly Salary by Majors of Study

	\$1201 or more	\$200 or less	\$201 - \$400	\$401 - \$600	\$601 - \$900	\$901 - \$1200
Accounting	0.0%	11.1%	22.2%	11.1%	22.2%	33.3%
Business Administration	0.0%	0.0%	50.0%	50.0%	0.0%	0.0%
Economics	9.1%	0.0%	9.1%	36.4%	27.3%	18.2%
Finance	16.0%	0.0%	0.0%	8.0%	60.0%	16.0%
International Relations	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%
Journalism	0.0%	0.0%	0.0%	40.0%	40.0%	20.0%
Management	22.2%	0.0%	11.1%	22.2%	11.1%	33.3%
Marketing	20.0%	0.0%	0.0%	0.0%	20.0%	60.0%
Operations Management	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%
Public Administration	0.0%	0.0%	0.0%	40.0%	40.0%	20.0%
Grand Total	11.0%	1.4%	6.8%	19.2%	38.4%	23.3%

I believe I have found my 'ultimate/desired' job

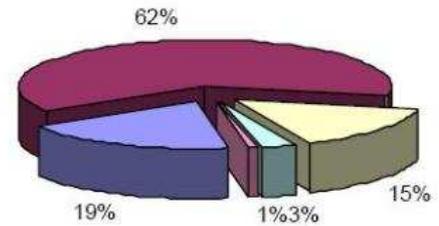


I am well prepared relative to other employees



Strongly Agree Agree Neutral
 Disagree Strongly Disagree

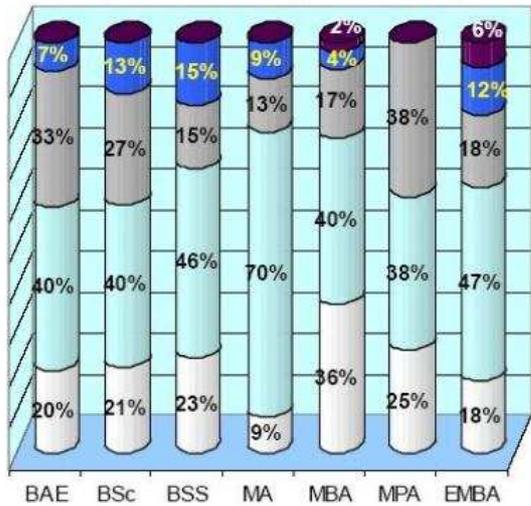
Master Graduates' 2004: I am Well Prepared Relative to Other Employees Beginning their Careers in Job Field



Strongly Agree Agree Neutral
 Disagree Strongly Disagree

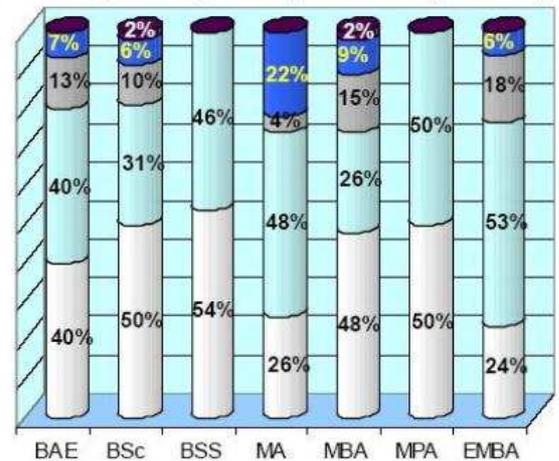
KIMEP ALUMNI' 2004: Alma Mater Contribution to Employment

My degree helped me obtain a promotion in present job



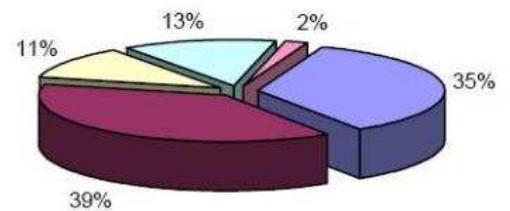
Strongly Agree Agree Neutral
 Disagree Strongly Disagree

My knowledge of English helped me at my current job



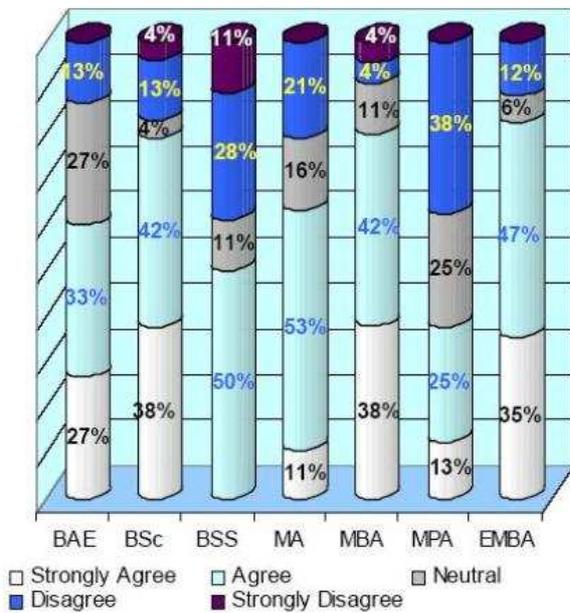
Strongly Agree Agree Neutral
 Disagree Strongly Disagree

Master Graduates' 2004: Knowledge of English Helped me at my Current Job

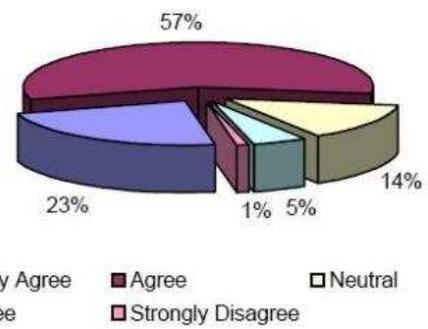


Strongly Agree Agree
 Neutral Disagree
 Strongly Disagree

My KIMEP major is related to current or most recent occupation



Master Graduates' 2004: KIMEP Major Helped me Perform in the Workplace



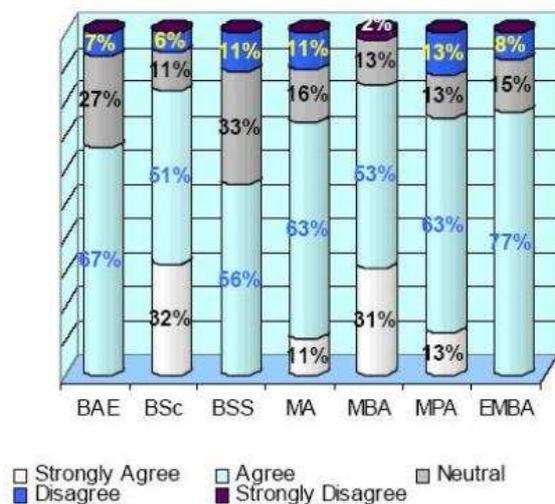
Master Graduates' 2004: KIMEP Major Helped me Perform in the Workplace, by Majors

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Accounting	25.0%	41.7%	25.0%	0.0%	8.3%
Business Administration	50.0%	50.0%	0.0%	0.0%	0.0%
Economics	6.7%	66.7%	20.0%	6.7%	0.0%
Finance	33.3%	53.3%	10.0%	3.3%	0.0%
International Relations	0.0%	0.0%	0.0%	100.0%	0.0%
Journalism	20.0%	60.0%	20.0%	0.0%	0.0%
Management	12.5%	75.0%	12.5%	0.0%	0.0%
Marketing Operations	33.3%	50.0%	16.7%	0.0%	0.0%
Management Public Administration	0.0%	100.0%	0.0%	0.0%	0.0%
Administration	0.0%	71.4%	14.3%	14.3%	0.0%
Grand Total	21.8%	57.5%	14.9%	4.6%	1.2%

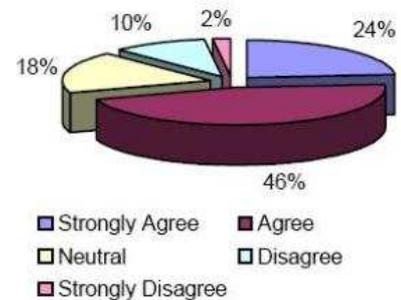
Master Graduates' 2004: My KIMEP Major is Related to My Current or Most Recent Occupation (Job)

	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
EMBA	37.5%	43.8%	6.3%	12.5%	0.0%
IJMC	14.3%	57.2%	14.3%	14.3%	0.0%
MA	10.5%	52.6%	15.8%	21.1%	0.0%
MBA	37.8%	42.2%	11.1%	4.4%	4.4%
MIR	0.0%	0.0%	0.0%	100%	0.0%
MPA	12.5%	25.0%	25.0%	37.5%	0.0%
GRAND TOTAL	28.1 %	43.8%	12.5%	13.5%	2.1%

My KIMEP major helped me perform in the workplace

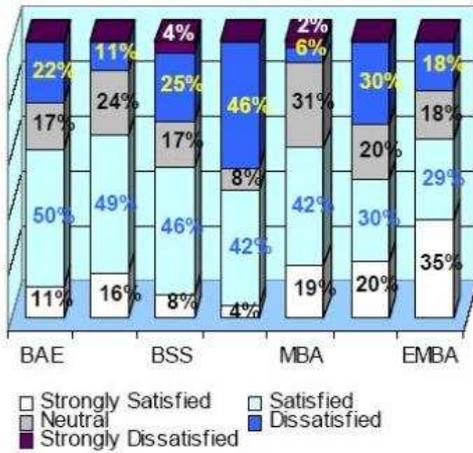


Master Graduates' 2004: My KIMEP Degree Helped me to Get a Promotion

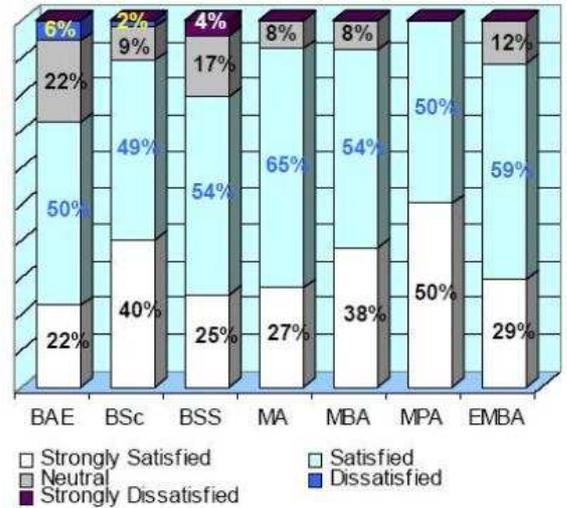


KIMEP ALUMNI' 2004: Satisfaction with Alma Mater Services

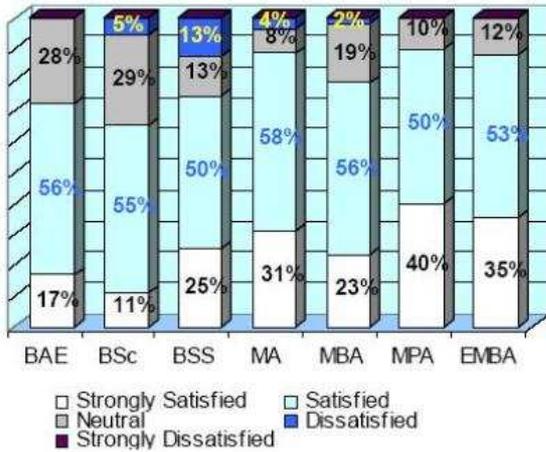
To what extent you were satisfied with course availability at KIMEP



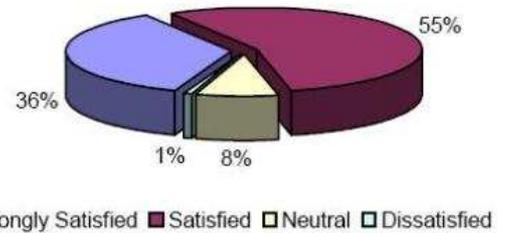
To what extent you were satisfied with learning environment



To what extent you satisfied with faculty responsiveness

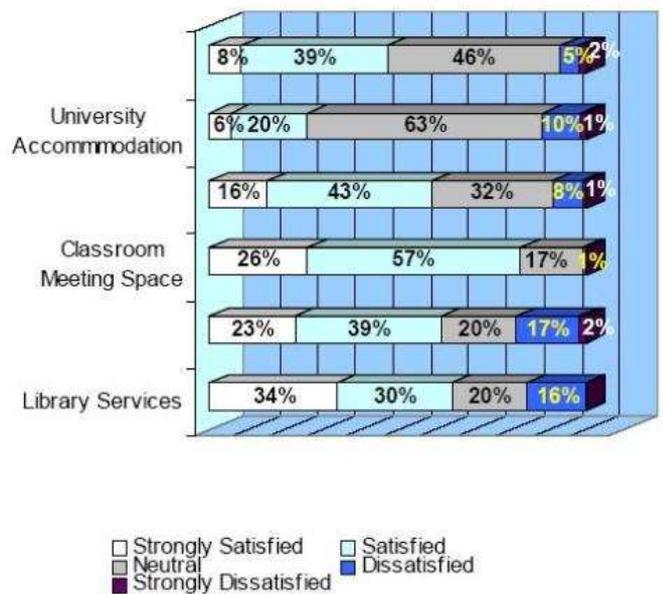
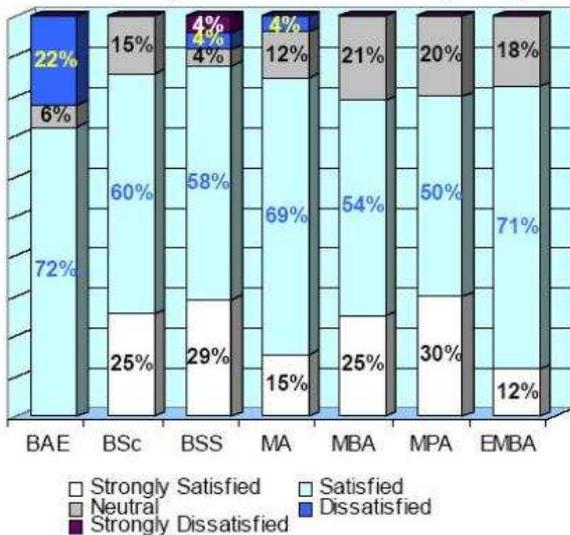


Master Graduates' 2004: To What Extent Were You Satisfied with Learning Environment at KIMEP?



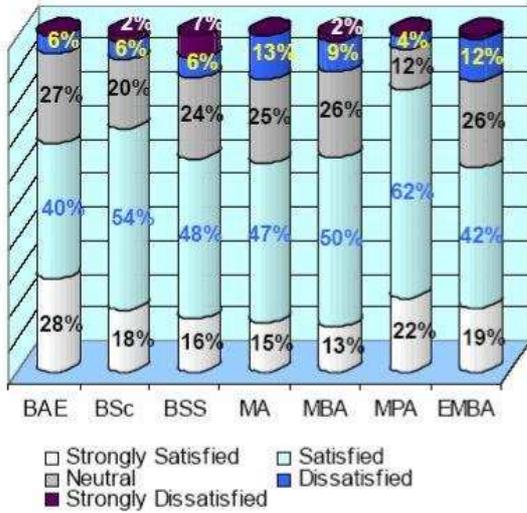
Master Graduates' 2004: Satisfaction with aspects of Student life

To what extent you were satisfied with grading at KIMEP

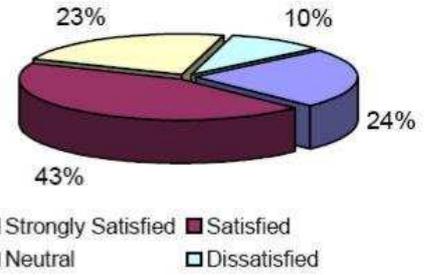


KIMEP ALUMNI' 2004: Satisfaction with Alma Mater Contribution to Skills

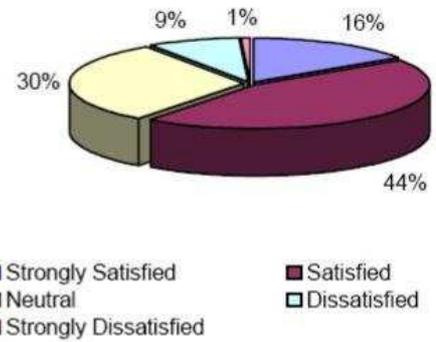
KIMEP contribution to knowledge base



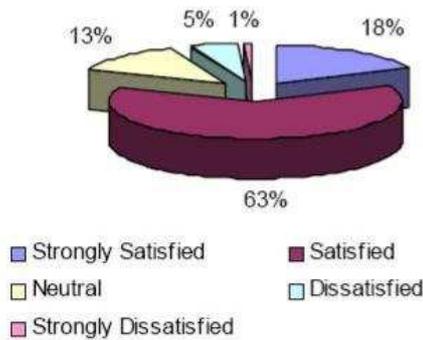
Master Graduates' 2004: Knowledge of the Computer Applications Needed



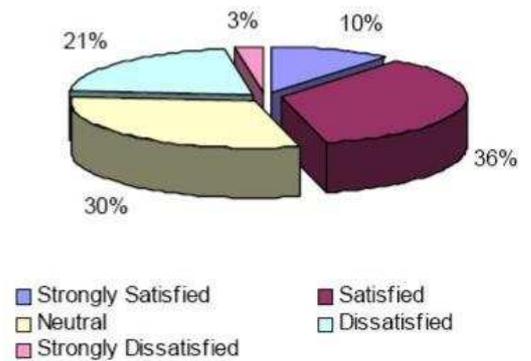
Master Graduates' 2004: Knowledge of Ethical and Professional Standards in the Field of Specialization



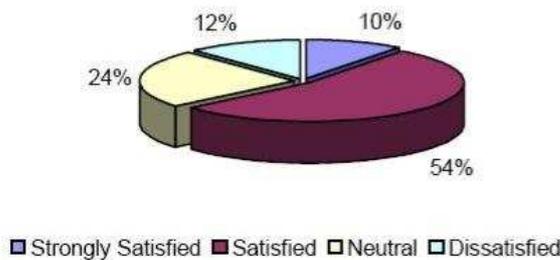
Master Graduates' 2004: Knowledge of Filed/Major



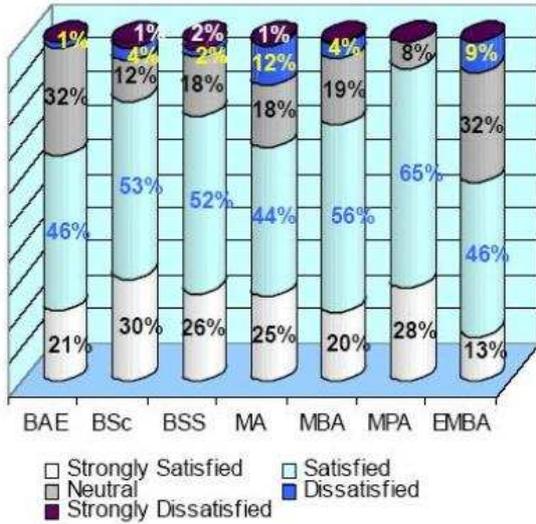
Master Graduates' 2004: Introduction to the Professional Networks of Colleagues



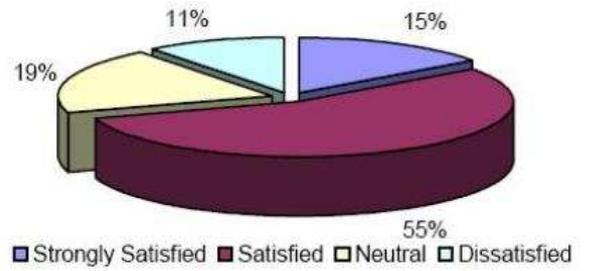
Master Graduates' 2004: Knowledge of the Contemporary Issues



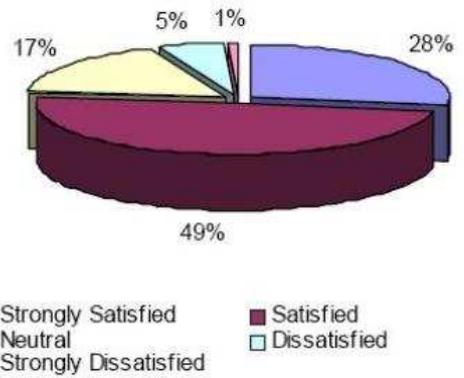
KIMEP contribution to academic skills



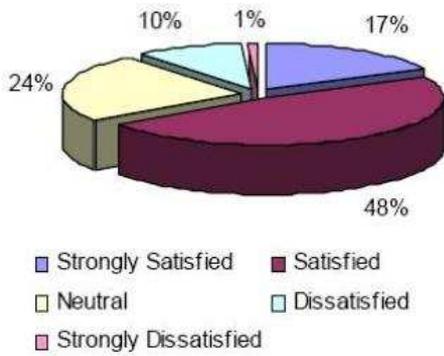
Master Graduates' 2004: Writing Skills



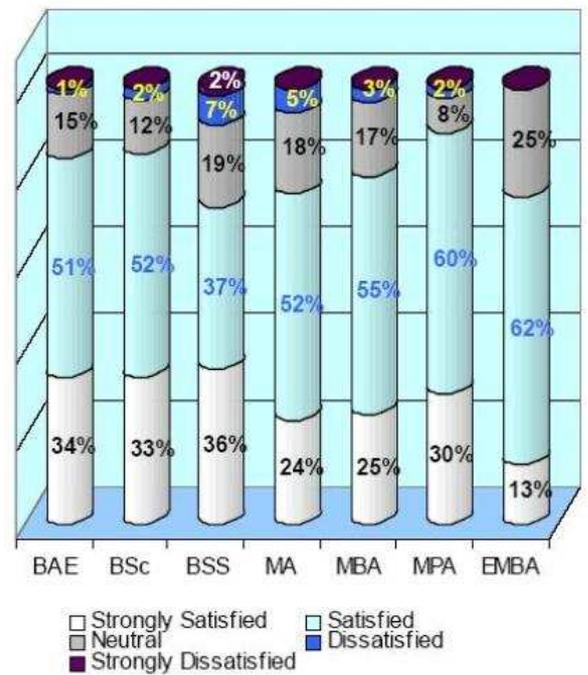
Master Graduates' 2004: Public Speaking and Presentation Skills



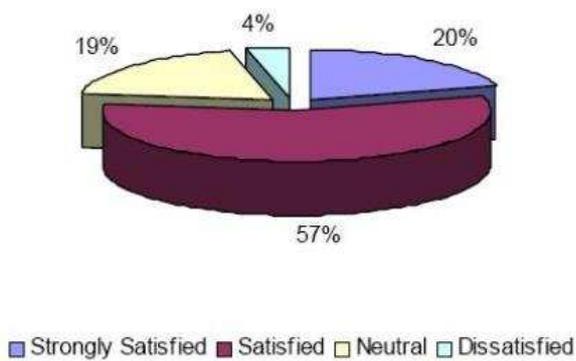
Master Graduates' 2004: Research Skills and Methods



KIMEP contribution to personal managerial skills



Master Graduates' 2004: Critical Thinking Skills



ALUMNI SUCCESS STORIES



Zhanna Zimanova, MBA, 1995
Senior Lecturer, BCB, KIMEP

I am glad to be back at KIMEP. KIMEP was and is a leading university in Kazakhstan, the competitive strength of which is in the opportunity of obtaining Western-style education.

Undoubtedly, the 10 years of work in a major international company at leading positions of Finance Department, the theoretical knowledge obtained in KIMEP and through the ACCA program, help me much in the work.

I would like to wish my students to implement successfully the knowledge obtained in KIMEP, aspire to new horizons and never stop at the already achieved results.

Aigerim Ibrayeva, MPA, 1996
Chair of the Department of Public Administration, CSS, KIMEP

KIMEP does not just provide an education, it changes the very attitude towards life, motivates for achievement of ambitious goals, develops analytical thinking and teaches enjoying a well-done job. KIMEP made me confident that all goals and objectives are within the reach.



Serzhan Nurgozhin, MA, 1998
Chair of the Department of Accounting, BCB, KIMEP

KIMEP laid the foundation for my professional growth. All my professional achievements are connected to the knowledge, received in KIMEP. KIMEP taught me to think critically, work in a team, set goals and fulfill them. It is to a large extent the credit to KIMEP that I am valuable as a professional.



Dilbar Gimranova, MBA, 2000
Associate Chair of the Department of Management and Marketing, BCB, KIMEP

Right after graduation, I joined Department of Business Administration of KIMEP as a lecturer. Currently, I work with BCB, AMA Program, and CEEPD.

KIMEP has made a valuable contribution to my career and professionalism. It gave me the wonderful opportunity to study in the joint MPhil Program of KIMEP and Maastricht School of Management. This Fall, I was accepted to the DBA program of KIMEP. I am sure that KIMEP is the best Kazakhstani University in the realm of business education.

Marlen Kazhimuratov, MBA, 1997
Consultant, Ernst & Young

Having worked for 8 years in two largest oil-and-gas companies, Chevron and Exxon Mobil, I currently consult clients of a major consulting company Ernst & Young, in the field of Business Risks management. In my work, I constantly use the skills and the knowledge acquired during my study in KIMEP.

KIMEP – is the right choice that I made in 1995!



Aidar Utkelov, MPA, 1998
President, Almaty Association of Realtors of Kazakhstan

KIMEP for me has always been and still remains to be not only the most privileged high school of the Republic, but also a place, which gave me a future. The knowledge and skills acquired at KIMEP allow me to be always on top of the matters.

Arman Zholdasbekov, MBA, 2001
General Director, Plast-Invest Company

I entered KIMEP in 1999 being already an entrepreneur. At that time, many people asked me why I decided to study at KIMEP, whereas I could earn a living. However, I felt the crisis in my professional evolution and the need to raise social status.

The two years had passed very rapidly and I can declare that it was the most exiting time in my life! At present I am the Head of Plast Invest LLP, fast growing company involved in water network construction business and the largest dealer of Chevron-Texaco Polyethylene Pipes plant based in Atyrau.

I can't imagine whether I could be successful without my background at KIMEP!



Zhasulan Nurtazin, BSS, 2003
Attaché for the State Protocol, Ministry of Foreign Affairs

After the graduation from KIMEP I have decided to have a go at the Ministry. Among many candidates – they have chosen me. I am sure, that I am obliged to the diploma of KIMEP for my position today. Our diploma is 80 % of success in any undertaking.



Didar Zhumagulov, MBA, 2003
Leading Expert of Corporate Business, TuranAlemBank

I have only positive memories connected to KIMEP. KIMEP taught me professionalism, discipline, and leadership. I am grateful to KIMEP for enabling me to become a professional in the business.



Duisen Kopabayev, MA, 2001
General Manager, Maersk Sealand

When I enrolled to KIMEP MA Program in 1999, I had not realized the scale of impact of that decision on my life. KIMEP did open the world full of opportunities to me and gave me confidence and skills to pursue my career ahead.

STUDENT ACTIVITIES

Mission Statements of KIMEP Student Organizations

Organization's name	Mission
• AIESEC	The mission of AIESEC in KIMEP is to establish peace and fulfill humankind potential to provide leadership for positive impact on society.
• CreATeam	The organization is created to undertake the mission of events organization, student developments promotion, and campus life enrichment.
• Debates Club	The main task of the Club is to develop a Debate League in KIMEP to get students more socially active. The Club also represents KIMEP on different competitions.
• Diplomatic Briefing Club	The Club aims to facilitate implementation of students' knowledge in their future career.
• Economics Student Club	The Club was created to unite all the students of the Department of Economics in order to promote a better understanding of economics in the informal context.
• Future Business Group (FBG)	The group sees its mission as promotion and development of student community of KIMEP.
• International Student Association	The Association Organizes events and activities for international and local students.
• KIMEP Cheerleader Club	The Club emerged to support sport activities and thus improve status of KIMEP among other universities.
• KELT (Kazakhstan English Language Theater) at KIMEP	The theatre puts on a full production each semester of famous on and off Broadway hits. The cast consists of local expatriates and KIMEP students, faculty and staff. Nathan Fleming is the Director and as far as we know this is the only English-language theatre in Kazakhstan. Some of his hits include "An Evening On and Off Broadway" and "A Christmas Carol"
• KIMEP Film Society	The Society strives to increase awareness and understanding of the cinema concept among entire KIMEP community.
• KIMEP Promo Agency	The Agency is involved in organization of such activities as fashion theatre, photo session of students, festival of live music, and the changing of Fun Club design.
• KIMEP SIFE (Students in Free Enterprise)	KIMEP SIFE emerged to mobilize university students and create economic opportunity for others, while discovering their own potential.
• KIMEP Sport Club	The Club promotes sport activity around KIMEP, organizes sport activities, represents KIMEP's sport community in other events and competitions outside KIMEP, and thus enhances overall KIMEP status.
• KIMEP Student Activity Committee	Students Activities Committee is a committee, consisting of KIMEP students, established to allocate the funds, generated especially for students' activities and projects from KIMEP students. The committee does not own the students' funds. Instead, it is granted the ability to represent the interests of KIMEP students and allocate the funds of KIMEP students.
• KIMEP Times	The regular KIMEP newspaper is established to bring clear, timely, and needed information to the KIMEP community and sponsor companies, to bring fresh news, highlight all the important events that take place.
• KVN Team	The comical group of KIMEP students participates in this traditional USSR showcase of talent of universities. KIMEP's team is in its beginning stages. The team attracts the most out-going, hilarious, and down-right funny students
• Music Club	The heart and soul of KIMEP comes from the fine tunes of the Music Club. Many students are interested in just having time to play their music after class. This club was launched to help develop musically talented KIMEP staff and students. Currently, the band is looking into options for a musical festival.

• Residential Assistants' Association

The Dormitory operates RA Association to support the mission of the Institution. The purpose of the RA Association is to facilitate the daily operations of the Dormitory and to ensure that with an increased amount of safety. The RAs are responsible for all aspects of on-campus living. They have to help to help other students with their questions about on-campus living, payment arrangements, housing policies, and employment in housing, other topics.

• Russian Theatre of KIMEP

The main goal, stated by the organization is to play performance in line with its name and vision.

• Student Government

The Student Government strives to represent and promote students' interests.

• Year Book Club

The Club develops and completes the project on Year Book creation.

• Youth Parliament

The Youth Parliament is modeled after the structure of the acting professional Parliament of the Republic of Kazakhstan. The Youth Parliament is formed of KIMEP student body through elections, and consists of two Chambers, including several Committees, as well as coordinative and working groups. The driving motive for the emergence of this initiative was KIMEP Students' desire to learn closely the problems of Parliament and in-depth study of the Public Administration mechanisms.

Student Organizations 2002-05

	Fall 2005	2004-05	2003-04	2002-03
AIESEC	●	●	●	
CreATeam	●	●		
Debates Club	●	●	●	
Diplomatic Briefing Club	●	●	●	
Economics Student Club	●	●	●	●
Future Business Group	●			
International Student Association	●			
KIMEP Cheerleader Club	●	●	●	
KELT (Kazakhstan English Language Theater) at KIMEP	●	●	●	●
KIMEP Film Society	●	●	●	
KIMEP Promo Agency	●	●		
KIMEP SIFE (Students in Free Enterprise)	●	●	●	●
KIMEP Sport Club	●	●		
KIMEP Student Activity Committee	●	●		
KIMEP Times	●	●	●	●
KVN Team	●	●	●	●
Music Club	●	●	●	
Residential Assistants' Association	●	●	●	●
Russian Theatre of KIMEP	●	●	●	
Student Government	●	●	●	
Year Book Club	●	●	●	
Youth Parliament	●	●	●	
Total Number of Student Organizations	22	20	16	6

Student Government Presidents

Presidential Term	Name	Program	Year of Entry
2001-2002	Berik Utemurat	BSc	2000
2002-2003	Zhainbek Imangaliev	BSc	2000
2003-2004	Dulatbek Ikbayev	BSc	2001
2004-2005	Yernar Zhanadil	BSc	2002
2005-2006	Madi Sarsenbayev	BSc	2003

KIMEP Student Organizations



STUDENT GOVERNMENT



The students of KIMEP have a government that deals with students and activities. The purpose of this organization is to furnish every student with the opportunity to interact with other students, to represent their concerns and interests to the management in a collective manner, and to cultivate a collegiate environment. The Student Government is represented on the departmental and academic councils, providing students with a voice in the affairs of KIMEP.

Student Government (SG) exists since Fall 2000, when the general election among the KIMEP students was held. This independent student organization strives to represent and support students in all issues related to academic and non-academic student life. SG has its own constitution with its executive, legislative and judiciary branches. SG is represented on the Academic Council, providing students with a voice in the academic planning and decision making of KIMEP. Since its inception, the Student Government has contributed greatly as an advocate of the issues and concerns of students to the KIMEP administration. A new Student Government Body is elected each year

The purpose of KIMEP Student Government is to promote self-government and leadership at KIMEP, and to enhance the educational, social, and cultural experience of the students by:

- Maintaining a forum for the expression of student views and interests
- Fostering the recognition of student rights and responsibilities
- Preserving academic freedom and academic responsibility
- Providing a mechanism for the supervision of student activities
- Representing the KIMEP student body in any dealing with other elements of the Institute and in non-institute affairs.

The first Student Government was officially established in 2000 year. It consisted of 13 members: president, vice-president, secretary, treasury and senators. Their work was concentrated on creating the Constitution and Student Court. A number of other goals were achieved too. They provided for a much stronger relationship between the students and the administration, and gave a great opportunity to express their concerns in regard to academic and non-academic affairs.

Nowadays, SG continues working actively with its new staff: new President, Madi Sarsenbayev, Vice-presidents Bakhtyar Arykbayev and Gani Usmanov, Director of SG Administration, Saltanat Kerimbayeva, and the Senators. Today's SG has already determined the most important short-run and long-run issues. We have pointed out some important objectives which are the following:

- Help students in solving their problems
- Make student life more interesting
- Represent student interests and needs
- Organize meetings on academic purposes
- Involve students in different decision-making processes and activities
- Make innovations and improvements to student life
- Improve the image of KIMEP and its students among Kazakhstan and international universities.

KIMEP Student Organizations

YOUTH PARLIAMENT



Youth Parliament was established on August 26, 2004 following the Memorandum issued by initiative group of 15 KIMEP students who had successfully reported the results of their academic internship in Mazhilis to the representatives of the Parliament of the Republic of Kazakhstan.

Youth Parliament is based on the same principles and operates in structural similarity with the acting Parliament of the Republic of Kazakhstan. The Upper and Lower Chambers, Committees, Coordinative and Working Groups of Youth Parliament are formed with students, winners of special elections. The Youth Parliament follows the complete set of official procedures in preparing draft laws same as those used in the Parliament in Astana. The essence of Youth Parliament's work is in public examining of draft laws, conducting the hearings and presenting the ideas of students to consideration of the official Parliament of the Republic, while the law is in process of adoption.

The Initiative Group is also working to fulfill the original intention of the Members of Parliament (MPs) in Astana that representatives of Youth Parliament would defend their conclusions in the professional Parliament of the Republic and report the results of public examination to its Working Groups and Committees.

It is envisaged that the Youth Parliament with the support of professional MPs will try its skills in autonomous development of draft laws and some by-laws. Currently, the Youth Parliament is discussing the draft Decree of the Government of RK "On the procedure of academic internships in civil service, international and non-governmental organizations, as well as economic entities of all categories of property".

The Youth Parliament opens the following exciting opportunities to KIMEP students:

- becoming well-acquainted with legislative processes
- getting involved in real-life parliamentary activity
- discussing with professional MPs draft laws at the level of Working Groups and Committees
- getting acquainted with the MP's work with his constituency
- participating in elaboration of suggestions on improvement of Parliament's procedures
- facilitating Guest lectures by MPs and members of Government in KIMEP
- promoting regular internship of KIMEP students in the Republican Parliament.

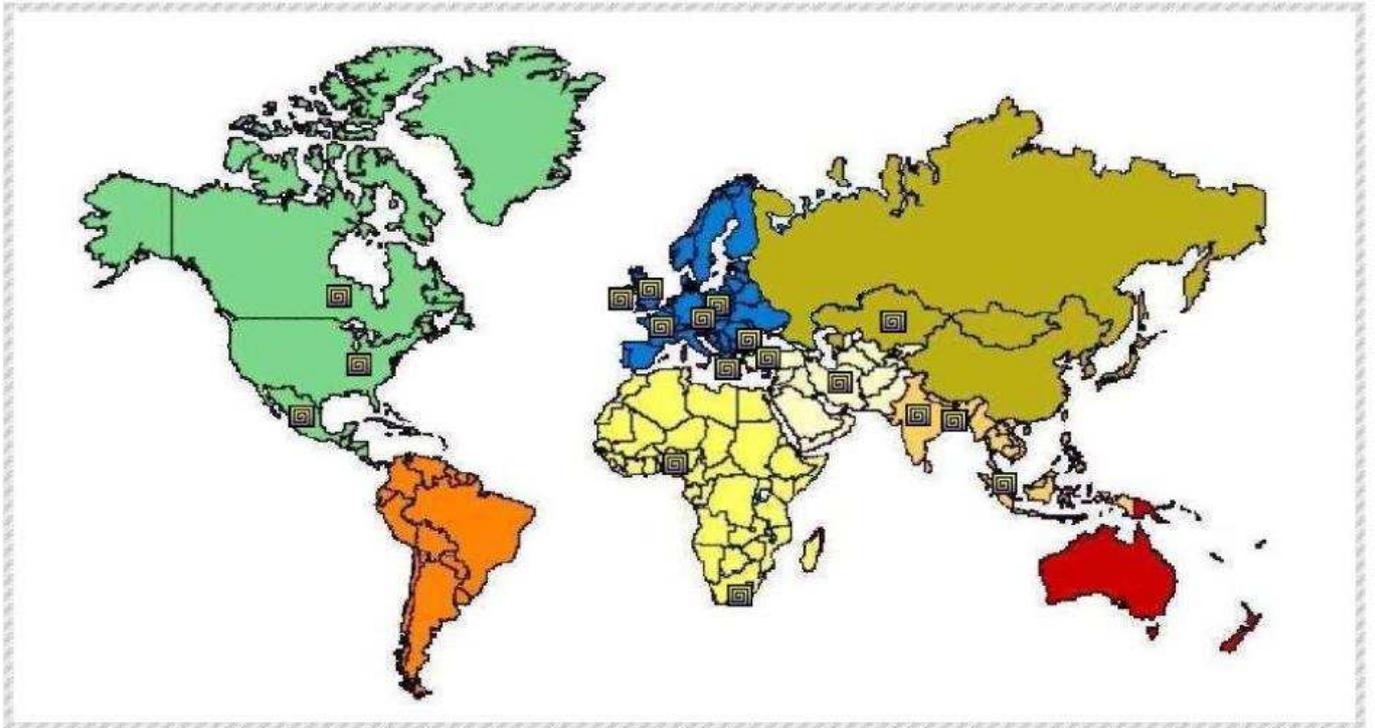
The Youth Parliament is striving for transparency of its activities. For this end, it currently considers publishing a regular information bulletin that would highlight the recent developments in the Youth Parliament.

The formal presentation of Youth Parliament was held on February 18, 2005, during which members of Youth Parliament announced their short-term plans, the perspective vision, and took the oath. At present, there are 40 members of Youth Parliament. The Charter of the Parliament allows for inclusion of students from other Universities, besides KIMEP, as members of the Youth Parliament.

In March-April 2005, the Youth Parliament organized discussion of the draft law "On amnesty connected to property legalization", and forwarded the resulting conclusions and recommendations to the Mazhilis Chamber of Parliament. At present, the members of Youth Parliament are getting acquainted with the draft Law "On social protection of disabled people" and are preparing for its discussion. On October 28, 2005 in collaboration with the Program of Academic Internships of KIMEP College of Social Sciences the Youth Parliament organized a Student Research and Practical Conference "Internship in Governmental Bodies, International and Nongovernmental Organizations. Results and Perspectives for Improvement". In March 2005, 23 students were selected among the members of the Youth Parliament for the academic internship program in Government bodies of the Republic of Kazakhstan (Ministries of Foreign Affairs, Education and Science, Transport and Communication, Labor and Social Protection, Agriculture, Civil Service Agency, Offices of Government, and both Chambers of the Parliament).

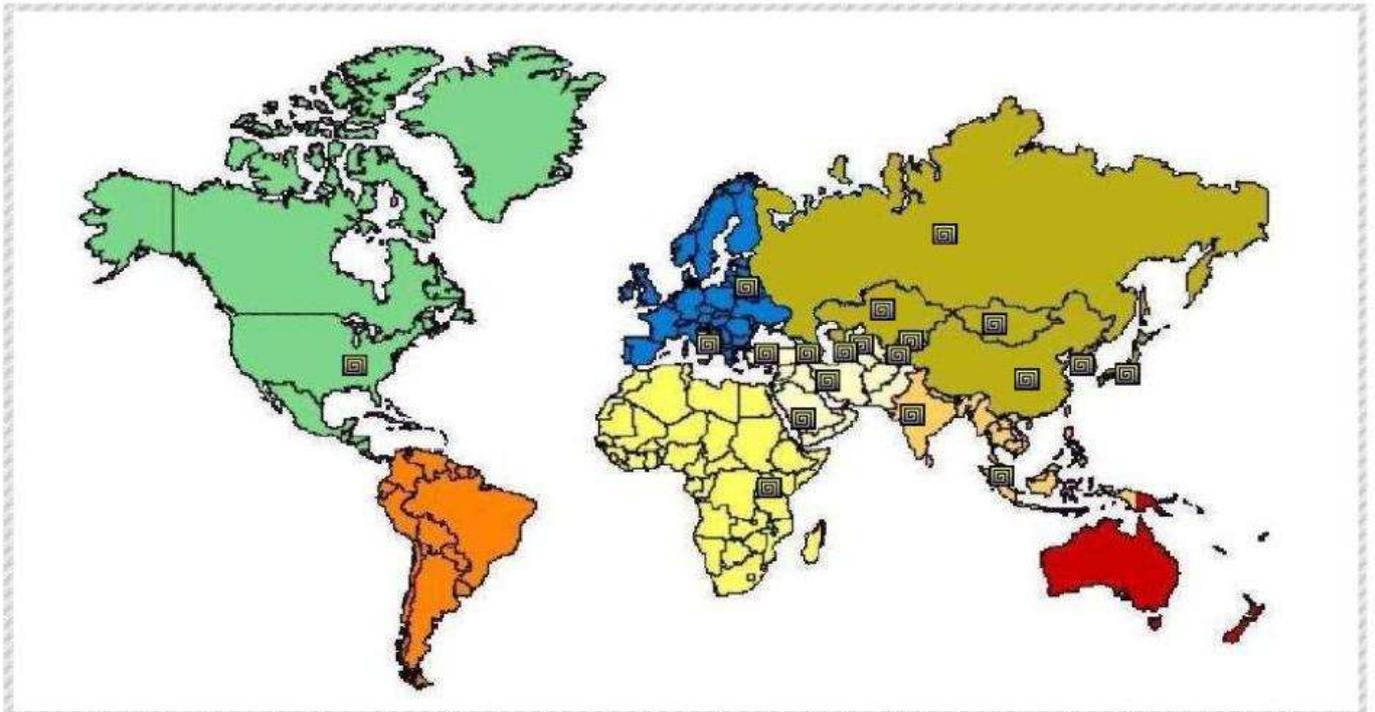
The Government and Parliament of the Republic of Kazakhstan, as well as civil organizations and mass media, are well informed about the work of the Youth Parliament, formed in KIMEP, and representatives of the Youth Parliament are often invited to take part in prominent events.

KIMEP Faculty Geography, AY 2004-05



Countries: Bangladesh, Bulgaria, Canada, Czech Republic, France, Great Britain, Greece, India, Iran, Ireland, Kazakhstan, Mexico, Nigeria, Poland, Singapore, South Africa, Turkey, USA

KIMEP Students Geography, AY 2004-05



Countries: Azerbaijan, Byelorussia, China, India, Iran, Japan, Kazakhstan, Kenya, Korea, Kyrgyzstan, Malaysia, Mongolia, Russia, Saudi Arabia, Tajikistan, Turkey, Turkmenistan, USA, Uzbekistan, Yugoslavia

Part IV. KIMEP in Pictures

GRADUATION

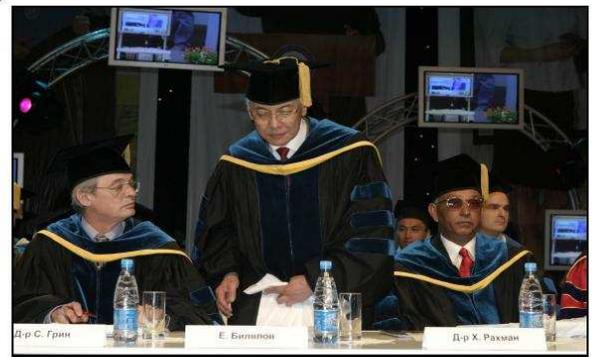
All rise! Let's Start the Graduation Ceremony!



Now we are finally there!



And the Oscar goes to...



A photo to Remember

Happy Moment

Ready for future achievements



- Thank You! -

Now we are Confident in them



STUDENTS

- Lets Get it Started -



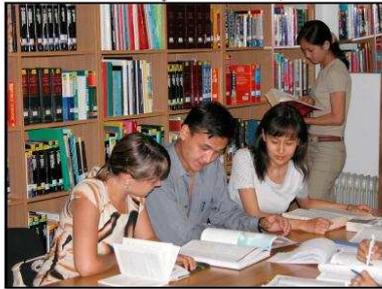
Books are your best friends



Technology is important



Exams are looming



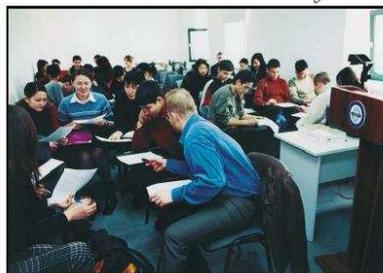
Lets see what we have here



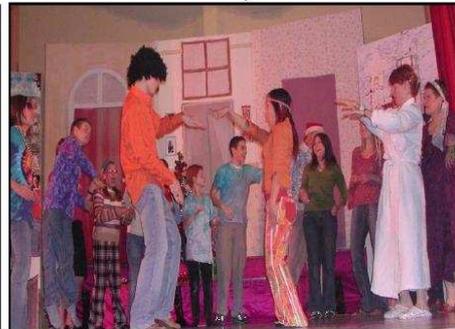
Team Work is a key



Here the History begins



- This is How we Spend our Free Time -

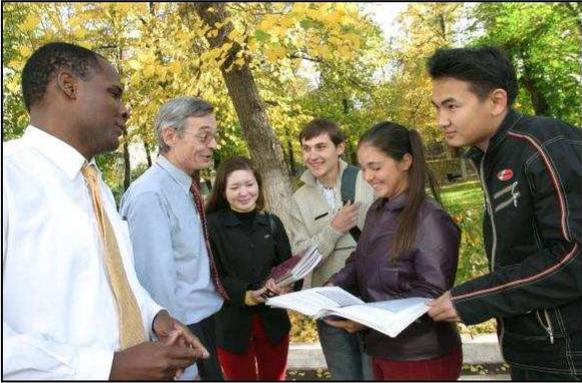


- Sport is Health and Joy! -



FACULTY

You can Learn a lot From Them



In the Class Room



They give Excellent Education



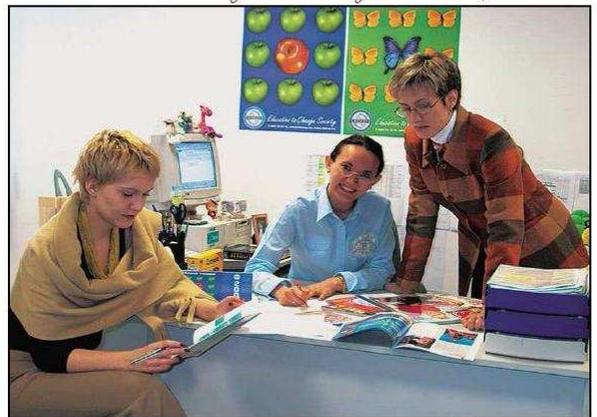
If you need a piece of Advice Come to Us



Together in Study and in Fun



We are Always Ready to Help



We will be glad to see You in KIMEP



OUR CAMPUS

Administrative building



Academic building



Registrar



Computer Classes



Foundation Stone



Making Campus green



Fun Club



Great Hall



Conference Room



Dormitory



KIMEP



KIMEP Grill



Part V. KIMEP in Kazakhstan

EXCERPT FROM THE INFORMATION DATABASE OF THE NATIONAL ACCREDITATION CENTER OF MINISTRY OF EDUCATION AND SCIENCE OF THE REPUBLIC OF KAZAKHSTAN (completed by KIMEP in December 2005)

General Information on Higher Educational Organization

KIMEP Technical Characteristics

1.32	Number of seats at library, including dormitory	275 seats
1.33	Total number of copies of instructional tutorial literature in libraries including dormitories	172 100 volumes
1.34	Total number of compulsory instructional tutorial literature in libraries including dormitories	44 000 volumes
1.37	Number of internet-servers (if available)	1
1.38	Number of local nets in higher educational organization	1
1.39	Number of terminals providing the access to the internet	650
1.40	Total number of computation	800
1.41	Number of computer classes	13
1.47	Total proprietary space of buildings (in square meters)	18 337,85 m ²
1.48	Instructional and laboratory proprietary space of buildings (in square meters)	15 231 m ²
1.49	Proprietary space of dormitories (in square meters)	7 075 m ²
1.50	Proprietary space of dining services (in square meters)	1 325,45 m ²
1.51	Proprietary space of gyms and other covered sport facilities (in square meters)	1 781,4 m ²
1.62	Cumulative funding of the scientific research activity during last 5 years	KZT 25 211 936,9
1.63	Cumulative funding of the scientific research activity	(KZT) Twenty five million two hundred during last 5 years (in words) eleven thousand nine hundred thirty six tenge ninety tiyn
1.64	Cumulative funding of higher educational organization during last 5 years	KZT 1 273 082,898
1.65	Cumulative disbursement of total funds of higher educational organization during last 5 years	KZT 1 358 764,481

Information on Implementing Additional Educational Programs

5.1.1	Title of the program - Professional Development Program	
5.1.3	Number of persons having received training within a year (headcount) Total number 985 includes business representatives and bankers from Kazakhstan and republics of Central Asia	985
5.1.4	Number of hours	600
5.2.1	Title of the program - Open Enrollment and Degree Program	

5.2.3	Number of persons having received training within a year (headcount)	702
5.2.4	Number of hours	48
5.3.1	Title of the program - Distance Learning Program	
5.3.3	Number of persons having received training within a year (headcount)	144
5.3.4	Number of hours	48
5.4.1	Title of the program - Provisional Program	
5.4.3	Number of persons having received training within a year (headcount)	266
5.4.4	Number of hours	245
5.5.1	Title of the program - Pre-KIMEP	
5.5.3	Number of persons having received training within a year (headcount): 2004-2005 academic year.	29
5.5.4	Number of hours	436
	Total number 436 hours includes: English - 240 hours per semester, Math, Grammar, History - 48 hours per semester each, University Life - 16 hours per semester Computer Courses - 36 hours per semester	
5.6.1	Title of the program - Preparatory Program	
5.6.3	Number of persons having received training within a year (headcount)	875
5.6.4.	Number of hours	40

Information on Scientific and Research Activity

Type of information	Data by years				
	2000-01	2001-02	2002-03	2003-04	2004-05
8.2 Funding of the scientific research activity from own resources of higher educational organization (thousands of tenge)	0	0	347	1 567,1	7304,72 5
8.3 Funding of the scientific research activity from resources of Founders (thousands of tenge)	0	0	0	5 600	0
8.4 Funding of the scientific research activity from resources of Ministry of Education and Science of RK (thousands of tenge)	0	95	427	0	3 590
8.7 Funding of the scientific research activity from resources of different scientific foundations (thousands of tenge)	910	0	0	0	0
8.10 Funding of the scientific research activity from resources of international contracts and agreements (thousands of tenge)	1 497,637	3 764,92	1 726,79	1 032,45	12 485,2
8.11 Funding of the scientific research activity from other sources (thousands of tenge)	346,5	4 492,76	3 669,012	6 766,363	8 360,121
8.13 Number of completed research projects funded from own resources of higher educational organization	18	9	7	7	19
8.14 Number of completed research projects funded from resources of Founders	0	0	0	16	25
8.15 Number of completed research projects funded from resources of Ministry of Education and Science of RK	0	2	3	0	1
8.18 Number of completed research projects funded from resources of different scientific foundations	6	5	4	3	5
8.20 Number of completed research projects funded from resources of economic contracts	2	2	2	0	0
8.21 Number of completed research projects funded from resources of international contracts and agreements	2	3	9	8	11
8.22 Number of completed research projects funded from other sources	16	12	26	28	39

The Indicators to Evaluate the Scientific Research Activity of Students of Higher Educational Organization

9.2	Number of competitions to identify the best student scientific research work organized by university	13
9.3	Total number of students of intramural program participating in scientific research works	511
9.4	Total number of scientific publications by students	37
9.5	Number of scientific publications by students without co-authors – faculty or staff of higher educational organization	18
9.6	Number of fellowships/ grants gained by students	19

Information on Results of Scientific and Scientific Methodological Works*

	<u>Type of information</u>	<u>Data by years</u>				
		2000-01	2001-02	2002-03	2003-04	2004-05
10.2	Total number of monographs (for higher educational organizations of fine arts monographs are equated to publicly presented, published, or available in audio and video recording results of professional activity of faculty members in creation of authored works of art)	3	5	2	3	16
10.3	Number of monographs by regular faculty members	2	4	0	0	10
10.4	Total amount of published works (in print pages)	80,6	141,75	88,3	106,8	253,4
10.5	Amount of works published by regular faculty members (in print pages)	70,6	48,7	0	0	199,65

* Three publications are issued in KIMEP on a regular basis. Since 2000, Central Asian Journal of Management, Economics and Social Research – a double-blind peer reviewed academic journal on the issues of economic and social studies of Central Asia – is published. Starting from 2001, KIMEP issues KIMEP Catalog that provides students, faculty members, administrators and all other interested persons with the details of graduate and undergraduate studies at KIMEP. In 2003 the first issue of KIMEP Research Bulletin saw the light. The publication that provides information on research potential of KIMEP, is issued annually.

Information on Main Scientific Directions and Artistic Schools for HEO of Fine Arts and on Main Scientific Directions (Scientific Schools) for other HEO

Bang College of Business

- Management and Marketing
- Modified chi-squared type tests based on Neyman-Pearson classes
- Mathematical statistics
- Artificial Intelligence & Networking

College of Social Science

- Public Administration
- Political Science
- Economics
- Journalism & Mass Communication

Language Center (English Language Division)

- Literature Comparativistics
- Linguistics

- Sociolinguistics

Language Center (Kazakh Language Division)

- Linguistics

Center for Sustainable Urban Futures

- Economic Development
- Sustainable Communities
- Urban Clusters/ Competitiveness
- Urban Infrastructure

Information on Faculty Members

12.1 Faculty members type [0 – total number, 1 - with a scientific degree and/or a rank (*in higher educational organizations of fine arts the given category includes also persons without scientific degrees and ranks, but having state honorary titles, winners of the international and national competitions, winners of the state awards, graduates of aspirantura on creative-performing specialties (assistantship- internship) that have successfully defended final qualification work*), 2 - with a scientific degree of the Doctor of Sciences and/or a rank of Professor (*in higher educational organizations of fine arts this category includes also persons without scientific degrees and ranks, but having state honorary titles on the republican scale, members of state academies, laureates of state awards*)]

Total		214
	▪ Regular	179
	▪ External dual jobholders	9
	▪ Hourly wage earners	26
1		140
	▪ Ph.D.	41
	▪ Doctor of Science	8
	▪ Candidate of Sciences	20
	▪ Masters of Sciences	71
2		49
	▪ Ph.D.	41
	▪ Doctor of Sciences	8
12.3	Number of regular faculty	179
12.5	Number of external dual jobholders	9
12.6	Number of hourly wage earners	26

Information on Implementing Main Educational Programs (MEP)

14.1 Titles of MEP and titles of awarded qualifications, resulting from MEP implementation

MAIJ	MA	MBA	MIR	MPA	BAE	BSC	BSS	BAIJ
6N0504	6N0506	6N0508	6N0202	6N0510	050506	050508	050202	050504
Master of Arts in International Journalism and Mass Communication	Master of Arts in Economics	Master of Business Administration	Master in International Relations	Master in Public Administration	Bachelor of Arts in Economics	Bachelor of Science in Business Administration and Accounting	Bachelor of Social Sciences	Bachelor of Arts in International Journalism

14.2 Number of students studying at intramural program

MAIJ	MA	MBA	MIR	MPA	BAE	BSC	BSS	BAIJ
73	84	448	48	86	978	2002	991	113
Total Masters 739					Total Bachelors 4084			

Gross total 4823								
14.6 Number of students studying at intramural program on paid basis								
MAIJ	MA	MBA	MIR	MPA	BAE	BSC	BSS	BAIJ
73	84	448	48	86	978	2002	991	113
Total Masters 739					Total Bachelors 4084			

Gross total 4823

14.10 Number of students studying at intramural program, who graduated last AY								
MAIJ	MA	MBA	MIR	MPA	BAE	BSC	BSS	
17	14	85	7	15	47	192	52	
Total Masters 138					Total Bachelors 291			

Gross total 429

Information on Instructional Tutorial Work during the last five years*

Type of information	Data by years				
	2000-01	2001-02	2002-03	2003-04	2004-05
20.2 Total amount of textbooks with the label of the Ministry of Education and Science of RK (in print pages)	10	264	89,75	0	80
20.3 Total amount of textbooks with other labels (in print pages)	13,8	0	32	0	24
20.6 Total amount of textbooks by regular faculty members with other labels (in print pages)	13,8	0	23	0	0
20.8 Total number of textbooks with the label of the Ministry of Education and Science of RK	1	4	1	0	2
20.9 Total number of textbooks with other labels	2	0	2	0	1
20.12 Number of textbooks by regular faculty members with other labels	2	0	1	0	0
20.13 Total amount of study guides with the label of YMO or HMC (in print pages)	10	0	9,4	0	0
20.14 Total amount of study guides with the label of the Ministry of Education and Science of RK (in print pages)	0	0	0	0	21,9
20.15 Total amount of study guides with other labels (in print pages)	69,03	70,7	105,75	176,74	170,33
20.18 Total amount of study guides by regular faculty members with other labels (in print pages)	69,03	70,7	105,75	176,74	170,33
20.19 Total number of study guides with the label of YMO or HMC	3	0	1	0	0
20.20 Total number of study guides with the label of the Ministry of Education and Science of RK	0	0	0	0	1
20.21 Total number of study guides with other labels	10	6	7	6	10
20.24 Total number of study guides by regular faculty members with other labels	10	6	7	6	10

* In addition, KIMEP provides to its students 98 learning materials in major areas of business: management, finance and accounting, marketing and sales, taxation, IT and banking. All the learning materials have been developed by part-time instructors who represent real businesses and combine their work with training at the KIMEP Professional Development Program under CCE Executive Educational Center. The value of the learning material, its applicability to the real business is subject to evaluation by short-term training participants. In fact, evaluations prove that every course material meets their expectations and even exceeds.

Information on Demand on the Graduates

21.1 Percentage of graduates provided with jobs (during last 5 years)

0%

Placement of graduates is not practiced in KIMEP. Since 1996, Career & Employment Center (CEC) exists in KIMEP, and through its assistance each year more than 40% of graduates find jobs.

21.2 Percentage of graduates provided with jobs (during last 5 years)

<u>2000-01</u> 30%	<u>2001-02</u> 31%	<u>2002-03</u> 32%	<u>2003-04</u> 51%	<u>2004-05</u> 54%
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Contracts are signed between three parties: the companies that applied to KIMEP, KIMEP itself, and the concerned KIMEP graduates.

21.3 Percentage of graduates registered in the employment service (during last 5 years) 0%

21.4 Percentage of graduates working in the region (during last 5 years)

<u>2000-01</u> 99%	<u>2001-02</u> 98%	<u>2002-03</u> 99%	<u>2003-04</u> 98%	<u>2004-05</u> 97%
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QUESTIONNAIRE OF THE DEPARTMENT OF HIGHER AND GRADUATE EDUCATION OF MINISTRY OF EDUCATION AND SCIENCE OF THE REPUBLIC OF KAZAKHSTAN

(completed by KIMEP in October 2005)

Section 1.

1. Biographical Particulars on Faculty of the Higher Education Institution

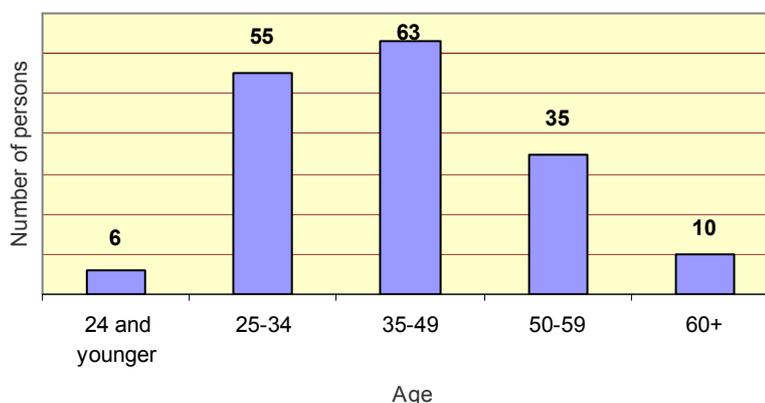
1.1.1 Names of faculty members (full-time and part-time)

In total KIMEP lists this number of faculty members 169

1.1.2 Dates of birth

Dates of birth of KIMEP faculty range from Dec. 19, 1938
to Aug. 22, 1983

In general KIMEP faculty age composition looks as follows:



1.1.3 Base education, specialty

KIMEP faculty members obtained their degrees from the following higher educational institutions:

Australia (2)

1. Edith Cowan University, Australia
2. University of South Australia, Australia

Belgium (1)

1. Vlerick Leuven Gent Management School, Belgium

Canada (4)

1. McGill University, Canada
2. Simon Fraser University, Canada
3. University of Quebec, Canada
4. University of Toronto, Canada

Chile (1)

1. Catholic University of Chile, Chile

France (1)

1. Marne la Vallee University, France

Germany (1)

1. University of Hamburg, Germany

India (1)

1. Indian Institute of Applied Human Resources Research, Guru Gobind Singh University, Delhi, India

Ireland (1)

1. University College Dublin, Ireland

Japan (1)

1. Kobe University, Japan

Kazakhstan (84)

1. Academic Institute of Law "Parasat", Kazakhstan
2. Almaty State University after Abai, Kazakhstan (5)
3. Eastern Kazakhstan State University after Amanzholov, Kazakhstan
4. Institute of History and Ethnology under the Ministry of Education and Science, Kazakhstan
5. Institute of Linguistics under the Ministry of Education and Science, Kazakhstan
6. Institute of Mathematics under the Ministry of Education and Science, Kazakhstan (3)
7. Kazakh National Technical University after Satpayev, Kazakhstan (2)
8. Kazakh State National University after al-Farabi, Kazakhstan (15)
9. Kazakh University of Economics after T. Ryskulov, Kazakhstan
10. Kazakh University of International Relations and World Languages after Abylai khan, Kazakhstan (21)
11. KIMEP, Kazakhstan (29)
12. Kostanai State University after Baitursynov, Kazakhstan (2)
13. Northern Kazakhstan State University after Kozybayev, Kazakhstan
14. The Supreme Academic Commission under the Ministry of Education and Science, Kazakhstan

Netherlands (3)

1. Maastricht School of Management, Netherlands

Poland (1)

1. Gdansk University, Poland

Russia (9)

1. Academy of Social Science, Moscow, Russia
2. Institute of Mathematics after Steklov, Russia (2)
3. Institute of Mathematics, USSR Academy of Science, USSR
4. International Joint Institute for Nuclear Research, Russia
5. Moscow State Linguistics University, Russia
6. Moscow State University, Russia
7. Saratov State University after Chernyshevskiy, Russia
8. The Supreme Academic Commission under the Council of Ministers of USSR, USSR

South Africa (1)

1. Rand Afrikaans University, South Africa

Turkey (1)

1. Ankara University, Turkey

United Kingdom (11)

1. Diplomatic Academy of London, Westminster University, UK
2. Furzedown College of Education, University of London, UK
3. London School of Economics and Political Science, UK
4. Stirling University, UK
5. University of Birmingham, UK
6. University of Bradford, UK (2)
7. University of East London, UK
8. University of Glasgow, UK
9. University of Strathclyde, UK
10. University of Wales in Aberystwyth, UK

United States of America (50)

1. American University, Washington DC, USA (3)
2. Bethel College and Theological Seminary, Minnesota, USA
3. California State University, California, USA (3)
4. Claremont Graduate University, California, USA
5. Columbia University, New York, USA (2)
6. Fairfield University, Connecticut, USA
7. Frank Zarb School of Business, Hofstra University, New York, USA
8. George Mason University, Virginia, USA
9. Georgia State University, Georgia, USA
10. Indiana University, Indiana, USA
11. International University, Georgia, USA
12. Iowa State University, Iowa, USA
13. John F. Donahue Graduate School of Business, Duquesne University, Pennsylvania, USA
14. Kent State University, Ohio, USA
15. Massachusetts Institute of Technology, Massachusetts, USA
16. Miami University, Ohio, USA
17. Oregon State University, Oregon, USA
18. Princeton University, New Jersey, USA (2)
19. Purdue University, Indiana, USA
20. Rochester Institute of Technology, New York, USA
21. Southern Illinois University, Illinois, USA
22. Stanford University, California, USA
23. Texas A&M University, Texas, USA
24. Union Institute, Ohio, USA
25. University of California, California, USA (2)
26. University of Connecticut, Connecticut, USA
27. University of Denver, Colorado, USA
28. University of Illinois, Illinois, USA
29. University of Michigan, Michigan, USA (2)
30. University of Minnesota, Minnesota, USA (3)
31. University of New Orleans, Louisiana, USA
32. University of Pittsburgh, Pennsylvania, USA
33. University of Texas, Texas, USA (2)
34. University of Wisconsin, Wisconsin, USA
35. Virginia Commonwealth University, Virginia, USA
36. Virginia Polytechnic Institute and State University, Virginia, USA
37. Washington University, Missouri, USA
38. Wayne State University, Michigan, USA
39. Waynesburg College, Pennsylvania, USA

Uzbekistan (1)

1. Tashkent State Pedagogical Institute of Foreign Languages, Uzbekistan

1.1.4 Scientific degree, academic title

Number of faculty members with PhD degree and the degree of Doctor of Sciences	50
Number of faculty members with Master's degree and the degree of Candidate of Sciences	87
Number of faculty members with Bachelor's degree only	42
Number faculty members with academic titles (Docent, Assistant Professor, Associate Professor, Professor)	54

1.1.5 Current position

Many KIMEP faculty members hold one or more administrative positions. For the purposes of Ministry Survey, only one major position was mentioned for each faculty member.

The distribution of major positions of 169 KIMEP faculty members looks as follows:

Dean	2	Associate Professor	16
Chair	4	Assistant Professor	17
Professor	9	Senior Lecturer	22

Special appointment	1	Lecturer/Instructor	93
Director	2	Coordinator	1
Deputy Director	1	Supervisor	1

1.1.6 Home address

For the purposes of the Ministry Survey, KIMEP listed a home address for each faculty member.

Section 1.

2. Biographical Particulars on Administrative Staff of the Higher Education Institution

1.2.1. Names of administrative staff members (full-time and part-time)

In total KIMEP lists this number of administrative staff members 11

1.2.2. Dates of birth

Dates of birth of KIMEP administrative staff members range from Jul. 24, 1936 to Mar. 9, 1974

1.2.3. Base education, specialty

KIMEP administrative staff members obtained their degrees from the following higher educational institutions:

Canada (1)

1. Carleton University, Canada

United Kingdom (1)

1. Brunel University, UK

Kazakhstan (4)

1. Almaty State University after Abai, Kazakhstan
2. Kazakh State National University after al-Farabi, Kazakhstan
3. KIMEP, Kazakhstan (2)

United States of America (5)

1. Erskine Theological Seminary, South Carolina, USA
2. Harvard University, Massachusetts, USA
3. Michigan State University, Michigan, USA
4. University of Colorado, Colorado, USA
5. University of Nevada, Nevada, USA

Russia (1)

1. Academy of National Economy under the Government of Russian Federation, Russia

1.2.4. Scientific degree, academic title

Number of administrative staff members with PhD degree and the degree of Doctor of Sciences 5

Number of administrative staff members with Master's degree and the degree of Candidate of Sciences 5

Number of administrative staff members with Bachelor's degree only 1

Number administrative staff members with academic titles (Docent, Assistant Professor, Associate Professor, Professor) 3

1.2.5. Current position

The distribution of major positions of administrative staff members looks as follows:

President	1	Special Advisor to President	1
Senior Vice President	1	Director	4
Vice President	2	Dean	1
Deputy Vice President	1		

1.2.6. Home address

For the purposes of the Ministry Survey, KIMEP listed a home address for each administrative staff member.

Section 2. Biographical Particulars on Students of the Higher Education Institution (daytime)

2.1. Names of students (daytime program)

In total KIMEP lists this number of students 3627

2.2. Program

KIMEP student body is distributed between five graduate and four undergraduate level programs:

<u>Master level programs</u>		<u>Bachelor level programs</u>	
Master of Business Administration	308	Bachelor of Science	1634
Master of Public Administration	50	Bachelor of Arts in Economics	689
Master of Arts in Economics	41	Bachelor of Social Sciences	747
Master of Arts in International	35	Bachelor of Arts in International	94
Journalism		Journalism	
Master of International Relations	29		
<i>Total Masters</i> 463		<i>Total Bachelors</i> 3164	

Total students 3627

2.3. Year of study

KIMEP student body is distributed between two graduate and four undergraduate years of study:

<u>Master level students</u>		<u>Bachelor level students</u>	
First year	334	First year	1702
Second year	129	Second year	804
		Third year	380
		Fourth year	278
<i>Total Masters</i> 463		<i>Total Bachelors</i> 3164	

Total students 3627

2.4. Home address

KIMEP students come from other countries and from different regions of Kazakhstan. The geographical distribution of KIMEP students looks as follows:

<u>Distribution by foreign countries</u>		<u>Distribution by regions of Kazakhstan</u>	
China	2	Akmola oblast	215
Iran	1	Aktobe oblast	162
Korea	7	Almaty oblast	1961
Kyrgyzstan	29	Atyrau oblast	144
Russia	6	Eastern Kazakhstan oblast	179
Tajikistan	7	Karaganda oblast	169
Turkmenistan	4	Kostanai oblast	57
USA	1	Kyzylorda oblast	53
Uzbekistan	20	Mangystau oblast	119
		Northern Kazakhstan oblast	23
		Pavlodar oblast	46
		Southern Kazakhstan oblast	242
		Western Kazakhstan oblast	57
		Zhambyl oblast	123
<i>Total foreign countries</i> 77		<i>Total Kazakhstan</i> 3550	

Total students 3627

Section 3. System of Higher Education

3.1. Faculty and administrative staff

Number of Doctors of Sc. and PhD (degree)	50
Number of Candidate of Sc. and Masters (degree)	87
Number of faculty with Academic Title (Docent, Assistant Professor, Associate Professor, Professor)	54

3.2. Number of technical specialties

0

3.3. Number and titles of research laboratories:

- Center for Research and Development (CRD)
- Center for Sustainable Urban Futures
- Research Committee of Bang College of Business
- Research Committee of College of Social Sciences

3.4. Research Titles

3.4.1. Center for Research and Development (CRD)

Done by CRD

- Institutional Research and Assessment
- Local Content Study in the Consumer Goods Sector of the Republic of Kazakhstan

- Effects of Globalization on Employment, Income Distribution and Poverty in Kazakhstan, sponsored by ILO, performed by research team from Economics Department, CSS
- Under KIMEP Faculty Research Support Program CRD administers the strongest research projects, recommended by Research Committees of Colleges

Administered by CRD

3.4.2. Center for Sustainable Urban Futures

- Demographic Forecast for Astana 2005 – 2030
- Demographic Study of Kazakhstan's Urban Population
- General Slide Show, "Sustainable City Development Strategy" (May 2005)
- Analysis of Urban Development Problems and Issues for Almaty – Presented at Almaty Seminar on 14 June 2005
- "Trends in Retail Trade Patterns in Transitional Economies: The Case of Almaty"
- Presentation Global Cities at Kazakhstan Real Estate Conference (4 June 2005)
- USAID/CARANA Proposal for Survey of Education in Five Central Asian Countries
- Agip KCO Cost of Living Proposal for Four Cities (Astana, Almaty, Atyrau, Aqtau)

3.4.3. Research Committee of Bang College of Business (brief) *

Team Research Ongoing (9)	Individual Research Ongoing (17)
Team Research Completed in 2004-2005 (42)	Individual Research Completed in 2004-2005 (62)

3.4.4. Research Committee of College of Social Sciences (brief) *

Team Research Ongoing (3)	Individual Research Ongoing (55)
Team Research Completed in 2004-2005 (1)	Individual Research Completed in 2004-2005 (24)

* For detailed lists of research titles, please, consult below sections 3.4.3.1. Research Committee of Bang College of Business (detailed) and 3.4.4.1. Research Committee of College of Social Sciences Business (detailed).

3.4.3.1. Research Committee of Bang College of Business (detailed)

Team Research Ongoing (9)

1. A Multivariate Statistical Model of a Firm's Advertising Activities and Their Financial Implications
2. A Thought on Establishing a Free Economic Zone in Kazakhstan
3. An Explanation of IPO Underpricing: Evidence from Bangladesh Capital Market
4. Dividend Policy, Tax Effect, and Information Signaling Hypotheses: Empirical Evidence from Bangladesh Capital Market
5. Exchange Rate Behavior of Tenge, Empirical Tests of International Parity Relationships and Efficiency: Policy Implications for Kazakhstan
6. Financial Reform in Kazakhstan: Past, Present and Future
7. Modified Chi-Squared Tests.
8. Patterns in Daily Behavior of Exchange Rate between Tenge and Dollar
9. Performance Analysis of Publicly Traded Banks of Kazakhstan

Team Research Completed in 2004-2005 (42)

1. A Comparative Study of Some Modified Chi-Squared Tests
2. A Modified Chi-Squared Test for the Three-Parameter Weibull Distribution and its Applications in Reliability
3. Are Singaporeans Ready for Their Retirement?
4. Be a Global Citizen
5. Be Interview Smart
6. Benefits and Expectations of Market-Oriented Business Education in Transition Economies
7. Branding of Cities – A Case for Almaty
8. Business Education as a Change Agent and as an Input for Development in Transition Economies
9. Computer and Communication Technologies for Negotiations
10. Corporate Culture, Quality Services, and Internal Marketing in Business Education
11. Daily Patterns in the Behavior of Exchange Rate between Tenge and U. S. Dollar
12. Developing Your People Sense
13. Diversity – the Kazakhstan Case Study
14. Entrepreneurship and Institutional Environments of Small Business in Transition Economies
15. Ethical Foundations Needed for Emerging Economies – Moving From the Third to the First World
16. Fashion Marketing to Women in Kazakhstan
17. Get It Right For Your Job Interviews
18. Impacts of Globalization on Human Resource Management and Motivation in Transition Economies
19. Impacts of Globalization on Strategic Management of Business Schools in Transition Economies
20. Impacts of Globalization on Subculture and Consumer Happiness in Transition Economies
21. Impacts of Marketing by Multinational Firms on Country Image, Corporate Image and on Consumers' Use of Products in Transition Economies
22. Impacts of Multinational Firms' Marketing Strategies on Kazakhstan Consumers
23. Impressions of the Business Culture of Kazakhstan
24. Influence of Integration Processes on Consumer Behaviour in Kazakhstan
25. Internationalizing An Educational Institution – A Kazakhstan Case Study
26. KIMEP Graduate Employment Survey and Employer Satisfaction Survey Projects
27. Lao Tzu, Learning & Putting Learning into Practice
28. Marketing of Educational Services: From 7Ps to 10Ps
29. Marketing to Women in Kazakhstan
30. Modern Consumer Trends in Kazakhstan
31. Not for Bread Alone: Motivation Among Hospital Employees in Singapore
32. On a Generalization of the Classical Random Sampling Scheme and Unbiased Estimation
33. On the Power of Modified Chi-Squared Goodness-Of-Fit Tests for the Family of Logistic and Normal Distributions
34. Polish Your Resume
35. Problems and Prospects - A Small Business Owner's Perspective in Kazakhstan
36. Self-Marketing
37. The Internship Edge, Quality Business Education and the Millennium Jobseeker
38. The Quality of Foreign Direct Investment Inflows in Relation to The Image of Home Countries and Multinational Firms in Kazakhstan's Transitional Economies
39. The Value of a Learning Culture & Education: The Kazakhstan Perspective
40. Towards Greater Professionalism in Selling in Kazakhstan
41. Towards Knowledge Based Economy: Dare to Re-Define Your Skills?
42. Where the Emerging Markets Are and Where Multinational Firms Should Go: The Rise of Consumers in Kazakhstan

Individual Research Ongoing (17)

1. Clustering Method to Develop Web Page for Service Industry
2. Development of Industrial Data Based
3. Does Financial Deepening Lead Higher Industrialization?

4. Does Financial Development Accelerate Growth in Kazakhstan?
5. Employee Work Perceptions in Kazakhstani Retail Establishments
6. Entrepreneurship
7. Evaluation of the Model 1 Contract for Subsurface Use in Kazakhstan
8. Leadership – Kazakhstan
9. Leadership and Project Management in Kazakhstan
10. Matching Monetary Policy to the Politico-Economic Environment
11. Natural Disasters & Recovery/ Prevention
12. Organizational Design vs Organizational Development Stages. Comparative Study between Kazakhstani Business Organizations
13. Price Stability and Currency Confidence: The Case of the Tenge
14. Recent Developments in the Oil and Gas Sector in Kazakhstan
15. Rural and Urban Developments, Its Difference and Synergies - A Kazakhstan Perspective
16. Simulation of Hospital and Emergency Policy Evaluation
17. Singapore – Values

Individual Research Completed in 2004-2005 (62)

1. A New Method to Compute Seasonal Index for Small Data Set
2. An Expanded Marketing Concept of Healthcare Services: The 10Ps & 10Ss
3. Are YOU Improving YOURSELF?
4. Are You Riding on the Education Horse?
5. Be a Warrior, Not A Worrier
6. Becoming a Knowledge-Based Economy: A Singapore Case Study
7. Beyond the Financials: Fraud Management & Corporate Culture
8. Brand-Building in Emerging Economies
9. Brand-Building: Lessons from Emerging Economies
10. Business Negotiation Techniques & Ways in Kazakhstan
11. Capitalising on Flexibility: Impressions of the Business Culture in Indonesia
12. Chi-Squared Goodness-Of-Fit Tests: History, Achievements, Open Problems
13. Cultural Barriers to Entrepreneurship – A Singapore Perspective
14. Cultural Obstacles in Growing Entrepreneurship – A Study in Singapore
15. Culture, Education and Kazakhstan: Kazakhstan Riding High on Learning and Earning
16. Culture, Education and Transition Economies: Are You Riding on the Education Horse
17. Decision Support System Analysis with Simulation
18. Diversity and the Local's Acceptance of Foreigners: A Kazakhstan Perspective
19. Efficient Network Flow Formulation of VRP for SM Operations
20. Empower Your People
21. Entrepreneurial Success: Values that Singapore Corporate Leaders Perceive as Obstacles
22. Ever Thought of Applying The Power of Nice?
23. Father Leadership – The Singapore Case Study
24. Father Leadership and Project Management in Kazakhstan
25. Father Leadership and Small Business Management: The Kazakhstan Perspective
26. Father Leadership In Project Management: A Kazakhstan Case Study
27. Fraud Management: A Leadership & Corporate Cultural Perspective – A Singapore Case
28. Fraud Prevention, the Corporate Cultural Way – A Singapore Case Study
29. Growing Brands in Developing Countries
30. Internal Affairs
31. Leading Asia the Fatherly Way – The Singapore Perspective
32. Minimum Variance Unbiased Estimation
33. Motivation, the Chinese Leadership Way in Singapore's Small and Medium Companies
34. Negotiating, the Samurai Way
35. Negotiation – What Can We Learn from the Bazaar Sellers?
36. Negotiation & Ethics: Some Guidelines Proposed
37. Negotiation & Stress: Beating Stress, Becoming A Better Negotiator
38. Negotiation: Debt Collection and Settlement
39. On Optimal Traits of Rao-Robson-Nikulin Criterion
40. Personal Branding: Positioning Yourself as A Brand!
41. Putting Learning & Creative Thinking Into Practice - The Tao Way
42. Sales Success: Up Our Sales
43. Season Models of Peak Electric load Decision Support System Analysis with Simulation
44. Smart Negotiation
45. Tackling that Job Interview
46. Tao & Negotiation: Excelling in Harmonising With Others
47. The 7 Ps of Successful Salesmanship
48. The Essentials of Empowerment
49. The Marketing of Club Services: From 7 Ps to 10 Ps & 10 Ss
50. The Marketing of Healthcare Services: Towards the 10Ps & 10Ss
51. The Mind & Heart of the Kazakhstani Negotiator
52. The Participation of Women as a National Value: A Study in Singapore
53. The Relevance of Father Leadership in Project Management: The Kazakhstan Perspective

54. The Value of Diversity – the Kazakhstan Perspective
55. Towards a Framework & Typologies of Singapore Corporate Cultures
56. Training Success: Understanding the Learning & Training Essentials
57. Unbiasedness
58. Using Positive Language to Raise Your Influencing Skills
59. Values that Contribute to Companies' Success – Perceptions of Singapore Corporate Leaders
60. What We Like About Almaty (Place Marketing)
61. Work Skills, Career & Preference: Are You Game?
62. Your Power Sources And Sales Negotiation

3.4.4.1. Research Committee of College of Social Sciences (detailed)

Team Research Ongoing (3)

1. Central Asian Politics
2. Challenges of Volunteer Management in Kazakhstan
3. Effects of Globalization on Employment, Income Distribution and Poverty in Kazakhstan

Team Research Completed in 2004-2005 (1)

1. From Silk Road to Oil Slick: Kazakhstan's Emergence from Tradition into Modernity

Individual Research Ongoing (55)

1. Broadcast Media; Mass Communication Online Journalism
2. Central Asia in Foreign Policy of Russia under the Presidency of Vladimir Putin
3. CIS Region
4. Comparative Analysis of National Culture in Municipal Organizations. Case-Studies of Kazakhstan and South Korea
5. Comparative Education Systems Design in CIS Countries
6. Cultural Values in Transition and Volunteer Management in Kazakhstan
7. Culture, Society, Nature, the Mind, and the Cosmos
8. Development Issues
9. Does America Rule the World
10. Educational Policy in Kazakhstani Higher Education (Introduction of the Credit System and Related Changes)
11. English-Kazakh Vocabulary for Print and Broadcast Journalists
12. Environmental Protection in Oil and Gas Industry
13. Ethnic Issues
14. Ethnopsychology and Morality in Central Asia
15. Evaluation of Education Programs
16. Evolution of Ethics in Journalism
17. Expected Utility Analysis and Formal Decision-Making Modeling; Game Theory and Symbolic Logic
18. Gazing at Almaty: Modernity, Post-Modernity
19. Gender Inequality in Non-Standard Work Arrangements
20. Global Oil Marketplace
21. International and Strategic Studies
22. International Political Economy
23. Iran Uranium Enrichment Program
24. Irish/European Politics
25. Issues on Poor Organizational Performance
26. Language Policy in Soviet Union (1917-1991)
27. Legal Issues of State-Church Relations
28. Legal Regulations of Civil Service
29. Managing Non-Governmental Organizations in Kazakhstan: Analysis of Management Practices, Progressive Changes of NGOs
30. Measuring the Size and Depth of Poverty in Central Asian Countries (Government Approaches, Estimates, and the Alternative Views)
31. Medical and Psychological Problems and Use of Sacred Sites for Curing
32. Medical Anthropology and Psychiatry in Tajikistan
33. Oil and Political Processes in Kazakhstan
34. Petro-Politics in the Caspian
35. Philosophical and Epistemological Foundations of the Social Sciences; Theory of Knowledge
36. Preparation of a Registrar's Manual for Universities in Afghanistan - USAID Project
37. Presidential Elections in Kazakhstan
38. Privatization Efforts in Central Asian Countries
39. Problems of Self-Government Development in Kazakhstan
40. Quality of the Journalism Education, Development of the Press Law in Kazakhstan and Establishment of the Quality Control in the Current Kazakhstan Journalism
41. Russian Federalism and Politics
42. Security Threats and Challenges in Central Asia
43. Socio-Technical Systems and Implications for Modern Organizations
44. Sustainable Development: Case of Aral Sea

45. The Anglo-American Political Tradition
46. The Impact of Eurasian Infrastructure Development on Regional Integration
47. The Political Economy of Development in Central Asia
48. The Reception of the Higher Education Reform and "Foreign" Elements of It by the Academics in Kazakhstan
49. Theory of Knowledge: Epistemology
50. Tourism Development
51. Transcaspian Security
52. Transition to a Credit Hour System in Higher Education in Central Asia (Government Policies and Implementation: Success and Failures)
53. Trends in the Labor Market in Central Asia in the Post-Soviet Period (the Influence of the Quality of Education on Employment and Unemployment Trends)
54. U.S. National Security Policy
55. Urban Migration, Women's Reproductive Rights and Fertility in Kazakhstan

Individual Research Completed in 2004-2005 (24)

1. Advantages and Complexities of U.S. Credit Hour System in Higher Education and how to Implement it in Universities in Central Asia
2. Central Asian Electoral Studies
3. Changing Society or Cold War II? Shanghai Cooperation Organization versus NATO
4. Effect of Mongol/Tatar Taxation on the Development of Medieval Russia
5. Effects of Corruption Levels on National Income (International Cross-Section)
6. Eurasian Elections
7. Examination of the History of the American University, Central Asia
8. Image Voting in the Presidential Elections in Kazakhstan
9. Institutional Research on Admissions and Student Retention at KIMEP
10. Language Policies in Central Asia
11. Oil and Elections
12. Outlining Criteria for Educational Systems Choice in Central Asia
13. Overview of Kazakhstan Media
14. Parliamentary and Electoral Activities
15. Presidential or Parliamentary System in Kazakhstan: The Right to Choose
16. Republican Politics in Ireland 1920-1973
17. Shifting Civilizational Borders in Orange Ukraine: Dilemmas and Opportunities for Western Diplomacy
18. Terrorism and Security
19. The Main Problems of the Current Journalism Ethics
20. The Second Gilded Age
21. Tourism Development in the Republic of Kazakhstan
22. Toward Teaching – Current Trends in British Higher Education and Academic Professional Development
23. United States Interests and Strategic Tasks in the 21st Century
24. US Foreign Policy Issues

Section 4. Biographical Particulars on the President of the Higher Education Institution

- 4.1. **Full Name of the Higher Education Institution**
Kazakhstan Institute of Management, Economics and Strategic Research
- 4.2. **President's Name**
Chan Young Bang
- 4.3. **Year of birth***
1936
- 4.4. **Length of service in this capacity ***
7 years
- 4.5. **Education**
Yonsei University, Korea – B.A. (history sciences)
Yonsei University, Korea – B.A. (political sciences)
Yonsei University, Korea – M.A. (Master of Economics)
University of Nevada – M.A. (Master of Economics)
University of Colorado – PhD. (Doctor of Philosophy in Economics)

4.6. Degrees

PhD in Economics

4.7. Legal address of the institution, contact telephones, e-mail

4 Abai Ave, 050010, Almaty, Kazakhstan

70-42-00; 70-42-04

bang@kimep.kz

* *the data could be excluded as too personal*

Section 5. Data on Higher Education Institution

5.1. Quality Management Certificate

none

5.2. Results of Intermediate State Control (average mark)

10,7

5.3. Student contingent

Internal/ Grant (n/a)	External/ Grant (n/a)
Internal/ Paid (3627)	External/ Paid (n/a)

5.4. Faculty and staff

Number of Doctors of Sc. and PhD degree 50

Number of Candidate of Sc. and Masters degree 87

Number of holders of Bachelor degrees only 42

Section 6. Information on Subsidiaries of the Higher Education Institution

6.1. Full Name of the Higher Education Institution

Kazakhstan Institute of Management, Economics and Strategic Research

6.2. Subsidiary's President's Name

n/a

6.3. Quality Management Certificate

n/a

6.4. Results of Intermediate State Control (average mark)

n/a

6.5. Student contingent

Internal/ Grant (n/a)	External/ Grant (n/a)
Internal/ Paid (n/a)	External/ Paid (n/a)

6.6. Faculty and staff

Number of Doctors of Sc. and PhD degree n/a

Number of Candidate of Sc. and Masters degree n/a

Number of holders of Bachelor degrees only n/a

INDEPENDENT SOCIAL SURVEY OF THE HIGHER EDUCATIONAL INSTITUTIONS OF REPUBLIC OF KAZAKHSTAN ('Gamarnik Survey')

(completed by KIMEP in February 2005)

About the Survey

In February 2005 the Institute of Comparative Social Research (CESSI-Kazakhstan) in collaboration with the Ministry of Education and Science conducted an independent social survey of the higher educational institutions in Kazakhstan.

The survey was conducted in the framework of the State Program for Education Development for the years 2005-2010, with the purpose of realizing the goals of the National System of Education Quality Evaluation (NSEQE).

THE PURPOSE OF RESEARCH is to define the independent social rating of the higher educational institutions in Kazakhstan.

METHODOLOGY OF THE RESEARCH. The survey involves three stages: 1) Analysis of the official statistical data on Higher Educational Institutions (HEI) by the State Statistical Committee of RK, and MES of RK; 2) Expert survey; 3) Mass-media content analysis.

CRITERIA OF DEFINING THE RATING. There are seven criteria used for evaluating the HEI, six of them are built upon calculations based on several official indicators, used in statistical HEI reporting. The seventh criterion reflects the expert evaluations, derived from CESSI-Kazakhstan survey.

The survey indicators reflect the qualitative characteristics of students contingent (Q 1.1 – 1.12), the qualitative characteristics of the faculty contingent (Q 2.1 – 2.5), the characteristics of the conditions of education (Q 3.1 –3.9), the characteristics of the quality of education (Q 4.1 –4.2), the characteristics of the scientific potential of HEI (Q 5.1 – 5.8), the characteristics of the scientific-methodical work and educational programs (Q 6.1–6.8), and the reputation of the HEI (Q 7.1 – 7.4).

SURVEY POOL The survey was conducted among 103 Higher Educational Institutions of Kazakhstan, hosting not less than 500 students of daytime education.

THE METHOD OF EXPERT SURVEY. Expert survey accumulates the scientific knowledge and practical experience of professionals on issues, directly related to the subject of survey. Number of involved experts – 120 people from all regions of Kazakhstan, including representatives of Ministries and Departments, Parliament, international organizations, scientists, journalists, Kazakhstani and foreign companies, and recruitment agencies. The survey was conducted in the form of interviews at the expert's workplace, via fax, e-mail, or phone.

In February 2005, the Deputy Minister Gamarnik officially invited KIMEP, along with other HEI of the Republic of Kazakhstan, to participate in the survey. The completed KIMEP questionnaire was submitted the same month, and a copy of it is presented overleaf.

Criterion 1. Student Contingent

The number of 1 st year students (day-time, external, night-time)	1100
The number of 1 st year daytime education students	1100
The number of students enrolled according to the state educational order	0
The number of foreign students	94
The number of 2004 graduates	260
The number of students, graduated with distinction in 2004	92
The number of 2004 graduates employed according to the specialization	260
The minimum UNT score	38
The maximum UNT score	94
The number of 1 st year students awarded with “Altyn Belgi” (“The Golden Token”) award and the winners of international Olympiads	20
The number of students (graduates)– awarded with “Bolashak” presidential scholarship	N/A
The number of students, executing SSRW (student scientific research work) at the paid positions (within the year 2004)	191

1.1	Average mark of the secondary school-leaving certificates of the day-time education 1st year students, enrolled in the academic year 2004-2005	N/A
1.2	Average mark according to the results of UNT and of complex testing of 1 st year day-time education students	53 (on three subjects)
1.3	Average mark of the final examinations and diploma works for the previous academic year	Average GPA is 3.22 (there are no exit exams at KIMEP)
1.4	The portion of 1 st year day-time education students comparing to the total number of those enrolled for the 1 st year	100 %
1.5	The portion of students, enrolled according to the state educational order	0
1.6	The portion of graduates comparing to the students enrolled	23,63 %
1.7	The portion of foreign students	8,5 %
1.8	The portion of students, graduated with distinction in the previous AY	35,38 %
1.9	The portion of previous academic year graduates employed according to the specialization	100 %
1.10	The portion of 1 st year students, awarded with “Altyn Belgi” award and winners of international Olympiads comparing to the total number of 1 st year students	1,8 %
1.11	The portion of students (graduates) awarded with “Bolashak” presidential scholarship of the international foundations grants (within last 10 years) comparing to the total number of students	N/A
1.12	The portion of students, executing the SSRW at the paid positions, comparing to the total number of students	6. 68 %

Criterion 2. Teaching Personnel

Total amount of teachers: (full-time and part-time)	184
The number of full-time teachers	141
Total number of teachers with doctorate degree	43
Total number of teachers with candidate and master degrees	87

2.1	The portion of doctors and candidates comparing to the total number of faculty	70 %
2.2	The portion of full-time teachers comparing to the total number of faculty	77 %
2.3	The number of full members and corresponding members of NAS* of RK	0
2.4	The number of thesis defended within the last 5 years	N/A (to be clarified)
2.5	The number of teachers awarded with grants by the results of the national and international programs of SRW** support	14 - 2 faculty won competitions individual grants and 12 faculty were involved in projects on grants attracted by CRD

Criterion 3. Education Conditions

The number of dormitories, the total area of dormitories, sq.m.	7075
The number of students, residing the dormitories	404
The total area of covered sportive and cultural-recreational facilities, sq.m	1781
The number of computers used in the educational process	248

3.1	The total sum of expenses for educating one day-time education student, USD	3 124
3.2	The library fund, calculated per 1 student of the stipulated contingent	2
3.3	The educational space calculated per 1 student of the stipulated contingent, sq.m.	2.32
3.4	The area of dormitories calculated per 1 residing student, sq.m.	17.5
3.5	The area of covered sportive or cultural-recreational facilities per 1 daytime education student, sq.m	1.6
3.6	The amount of expenses for services, accompanying the educational process in the budget of the higher educational institution for 2004 (renewal of library funds, laboratory equipment, computer park, internet services, furniture, laboratory buildings and dormitory reparation), USD	9 595 758
3.7	Internet access speed	2 dedicated lines, 512 K each with unlimited traffic
3.8	The presence of the educational portal and informational resource centers (state web-site and e-mail, please)	www.kimep.kz @kimep.kz
3.9	The number of students of the stipulated contingent per 1 computer	12

Criterion 4. The Results of the Intermediate State Control (ISC)

4.1	The average mark of ISC in the higher educational facility	64.36 %
4.2	The average mark by the results of the graduating students testing during the last state certification	3.82

* NAS – National Agency of Statistics

** SRW – Scientific Research Work

Criterion 5. The Scientific Potential of the Higher Educational Institution

5.1	Amount spent for research activity per one fulltime faculty member (external funding) in 2004, USD	33 089.63
5.2	Amount spent for research activity per one fulltime faculty member (internal funding) in 2004, USD	66 695.31
5.3	Number of faculty and staff (fulltime), who received State Prize or Personal Prize, approved by the Government (during the last 10 years)	N/A (to be clarified)
5.4	Number of faculty and staff (fulltime), who received copyright (patent) for his inventions or discovery (during the last 10 years)	Unknown (to be clarified)
5.5	Number of articles by fulltime faculty members in editions, recommended by the Higher Attestation Committee, including editions of CIS countries in 2004	76
5.6	Number of articles by fulltime faculty members in foreign editions in 2004	73
5.7	Number of studies (monographs) by staff for the last 5 years	208
5.8	Number of Joint Graduate and Doctoral Programs (current) with foreign universities	2

Criterion 6. Educational-Methodical and Scientific Work

	The total number of educational programs	21
	Number of Specializations	33
	The number of programs of distance learning technologies	1
	The number of new educational programs, accustomed within the last year (academic year 2003-2004)	3
	The number of magistrate educational programs	7
	The number of post-graduate (candidates) educational programs	N/A (to be clarified)
	The number of doctorate educational programs	1
	The number of textbooks and educational-methodical manuals in official language(Kazakh):	
	Kazakh	6 410
	Russian	101 550
	English	37 950

6.1	The number of programs of distance learning technologies	1
6.2	The index of educational training programs renewal	3:21 (15%)
6.3	The index of additional education programs	9:21 (42%)
6.4	The index of post-graduate training programs	8:21 (38%)
6.5	The number of textbooks, published by the full-time teachers within the last 5 years (with the stamp of MES of RK, in other countries)	5
6.6	The number of textbooks, manuals, dictionaries, references, published by the full-time teachers within the last 3 years (with the stamp of the Scientific board of the institution)	42
6.7	The amount of textbooks and educational-methodical manuals in official languages, published by the full-time teachers within the last 3 years (with the stamp of the Scientific board of the institution)	7
6.8	The number of state mandatory educational standards, worked out by the higher education institution in 2004.	N/A (to be clarified)

Criterion 7. The Reputation of the Institution

7.4	The volume of grants, financed by the international foundations and organizations per one faculty member (2003-2005), USD	537 000 in total or 2 918 per one faculty member
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Part VI. KIMEP in FUTURE: *Aspirations and Tendencies*^{*}

MOVING TO A NEW PARADIGM: PRINCIPLES

Since its inception in 1992, KIMEP's mission has been primarily to educate and train Kazakhstan's students for careers in business, public service, and education. As KIMEP moves into the 21st century, this mission needs to be broadened and expanded.

The mission of KIMEP is to promote regional economic, political and social development by providing quality and high value university education for students of Kazakhstan, the CIS, and other transitional societies. To a large extent, the original mission of KIMEP has been fulfilled. KIMEP has trained a generation of students from Kazakhstan, who are now using their knowledge to transform the business, political and social institutions of their country.

As KIMEP fulfills its mission, it will move to a new paradigm. KIMEP understands that cooperation with other Kazakh and CIS universities and schools is essential to transform the educational system, of which KIMEP is an innovative part. Moving to the new paradigm, KIMEP envisages obedience to the following principles:

- ✓ KIMEP is to be a catalyst for educational reform with balanced Western insights and techniques and relevant local values
- ✓ KIMEP is to move to a paradigm of "cooperation" rather than "competition"
- ✓ Education needs to be treated as business and therefore run accordingly
- ✓ KIMEP is to be proactive rather than reactive
- ✓ KIMEP is to pursue "pull" rather than "push" marketing strategy
- ✓ KIMEP is to become the innovative place to lead by example for other educational institutions

QUALITY TARGETS FOR 2009-2010

For the purposes of strategic planning and with the aim of assuring financial viability of the institution, the following quality targets for 2009-2010 are assumed:

- ✓ All graduate programs will generate 70% or more of credits from terminal degree holders
- ✓ All undergraduate degree programs will generate 50% of credits from terminal degree holders
- ✓ The general education program will generate 35% or more of credits from terminal degree holders
- ✓ Average class size will be less than 30 students
- ✓ Students take 31 credit hours per year (this is the average number of credits currently taken by registered students, when summer credits are added to semester credits)
- ✓ The teaching load of terminal degree holders is 7 courses
- ✓ The teaching load of instructors is 8 courses
- ✓ Faculty salaries will have increased by 61% (or 10% per year)
- ✓ Direct Administrative costs (including staff salaries) per faculty member will have increased 61% (or 10% per year)
- ✓ All indirect administrative costs will have increased by 100% (15% per year)

^{*} Adapted from KIMEP Strategic Plan 2005-2010

- ✓ All non-Academic revenues (including CCE) will have increased by 61%
- ✓ Recurring Capital Expenses will have increased by 149% (20% per year)

FINANCIAL SUSTAINABILITY

To achieve the goals, KIMEP plans to assure its financial sustainability through increase in revenue from regular services. Thus, the suggestion of gradual increase of tuition fees is being considered. The preliminary projection of the possible 15% tuition increase starting from 2005-06 is shown below.

Tuition	2004-05	% increase	2005-06	2006-07	2007-08	2008-09	2009-10
MA	120	23,3%	148	170	196	225	259
BAE	80	23,8%	99	114	131	151	173
MPA	93,3	23,3%	115	132	152	175	201
MIR	93,3	23,3%	115	132	152	175	201
BSS	80	23,8%	99	114	131	151	173
MIJMC	90	21,1%	109	125	144	166	191
BAIJ	65	20,8%	79	90	142	119	137
BSc	85	25,9%	107	123	104	163	187
MBA	120	29,2%	155	178	205	236	271
LC/GE	66,7	54,3%	103	118	135	156	179

It is envisaged that the number of students will also grow:

	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10
MA	37	39	43	51	51	51
BAE	451	774	851	890	822	632
MPA	52	34	44	72	72	72
MIR	29	23	27	40	40	40
BSS	559	805	922	1021	894	783
MIJMC	42	28	36	59	59	59
BAIJ	46	87	97	104	87	65
BSc	1408	1567	1814	1959	1892	1973
MBA	231	264	306	323	323	323
TOTAL	2855	3621	4140	4519	4240	3998

Besides, KIMEP plans to open 8 new academic programs, such as new degrees in finance, business, economics and public administration, law, TOEFL, library science and general education.

In the result, it is supposed that the amount of earned revenue would also grow, as shown in the table below. This would allow for further improvement of quality of existing services and foster the overall betterment of higher education system of Kazakhstan.

Academic Year	Earned Revenue (projection)
2004-2005	9,206,000
2005-2006	13,979,000
2006-2007	17,869,000
2007-2008	22,213,000
2008-2009	24,111,000
2009-2010	26,350,000

According to projections, KIMEP expects to accumulate certain capital surpluses, which, after subtracting contingency funds, are expected to be as follows:

Academic Year	Net Amount for Major Capital Improvements
2004-2005	
2005-2006	858,000
2006-2007	4,473,000
2007-2008	4,106,000
2008-2009	4,265,000
2009-2010	4,150,000

It is supposed that the role of the forthcoming General Education Program would be critical in accumulation of the budget surpluses and it would be responsible for some 40% of the budget surplus.

REVENUE ENHANCEMENTS

As a JSC, without international standing as a not-for-profit institution, KIMEP is at a decided disadvantage for receiving grants. NGOs are often limited in their ability to offer direct assistance to potentially “for profit” institutions, preferring to give indirect assistance. Corporations are also reluctant to provide direct assistance, since corporate contributions generate no tax advantages. In these settings, KIMEP envisages creation of the new revenue enhancements through the development of the following opportunities:

- ✓ attracting grants and donations
- ✓ receiving government grants
- ✓ providing consulting services
- ✓ organizing preparatory courses
- ✓ attracting international students
- ✓ revising academic calendar
- ✓ improving cash management

For the aforementioned purposes, it is important that KIMEP revises its priorities in marketing communications and shifts the focuses of domestic and international marketing strategies along the following guidelines:

Domestic Market

- Focus on Publicity and Public Relations rather than Advertising
- Spread positive word-of-mouth by building strong Alumni Association
- Integrate business community and student community by building business networks at early study levels
- Engage in creating professional association and encourage student participation
- Innovate in customer service
- “Think out of box” in marketing messages

International Market

- Focus on Direct Marketing and Personal Selling
- Create attractive materials for mailing and exhibition purposes
- Spread positive word-of-mouth by building strong Alumni Association
- Initiate, monitor and ensure on-going relationships with one-time visitors

In line with the guidelines, it is possible that the newly formed KIMEP Council would assume in the future some new functions and probably erect a new body - Faculty Senate. It could also be advantageous if the Council/Senate included Board of Trustees representatives and non-voting business representatives. On the other hand, increased influence of the Association of KIMEP Alumni would also promote better image of KIMEP. Thus, KIMEP Alumni might support new KIMEP programs and become a major source of KIMEP fundraising. In return, KIMEP might

organize “Homecoming Week” and offer Alumni Association to have representatives in Board of Trustees,

ACCREDITATION AND INTERNATIONAL COOPERATION

KIMEP has taken the initial steps towards international accreditation. As KIMEP learns more about accreditation, it will join other CIS and transitional society universities that have experienced a similar accreditation process (e.g. American University of Bulgaria, American University of Armenia). These schools are natural partners for KIMEP. The first step is to develop exchange relationships with all Western-style universities in transitional societies that have attained or are pursuing international accreditation.

The second step considered by KIMEP is the creation of a “Transitional Association of Schools and Colleges” (TASC) that would mainly perform two functions. The first of the functions is to develop professional certificates that are directly relevant to the problems and constraints of transitional societies. A second task would be the development of an accreditation process for Western-style universities in transitional societies. The key to success in this undertaking is close collaboration and cooperation with existing Western accreditation associations.

Part VII. KIMEP Policies

VII.1. CHARTER OF THE JOINT-STOCK COMPANY "KAZAKHSTAN INSTITUTE OF MANAGEMENT, ECONOMICS AND STRATEGIC RESEARCH" (THE JSC "KIMEP")

CHAPTER 1. GENERAL PROVISIONS AND LEGAL STATUS OF THE JSC "KIMEP"

1.1. The Joint-Stock Company «Kazakhstan Institute of Management, Economics and Strategic Research» (hereinafter the JSC "KIMEP") is established in accordance with the Decree of the President of the Republic of Kazakhstan of August 28, 2003 #1178 and the Resolution of the Government of the Republic of Kazakhstan of November 14, 2003, № 1148, by means of reorganization of a state institution "Kazakhstan Institute of Management, Economics and Strategic Research under the President of the Republic of Kazakhstan".

1.2. The JSC "KIMEP" is a successor of a non-commercial organization state educational institution "Kazakhstan Institute of Management, Economics and Strategic Research under the President of the Republic of Kazakhstan", established in accordance with the Resolution of the President of the Republic of Kazakhstan of January 14, 1992 # 580. All rights and obligations are transferred to the JSC "KIMEP" from the moment of state re-registration in accordance with the Act of transmission.

1.3. The JSC "KIMEP" is established on the basis of the Foundation Agreement of June 4, 2004, in order to provide educational services in the field of higher professional education and post-graduate professional education, and conducting research in the related fields of study.

The main language of study is English. Education may be conducted in state official, Russian and other languages if approved by the Council of the JSC "KIMEP" at the recommendation of the Executive Committee of the JSC "KIMEP".

1.4. Full official name of the JSC "KIMEP":

- in Kazakh language : *"Қазақстан менеджмент, экономика және болжау институты" Акционерлік Қоғамы;*
- in Russian : *Акционерное общество "Казахстанский институт менеджмента, экономики и прогнозирования";*
- in English: *"Kazakhstan Institute of Management, Economics and Strategic Research" Joint Stock Company.*

Brief name of the JSC "KIMEP":

- in Kazakh language: *"ҚМЭБИ" АҚ;*
- in Russian: *АО "КИМЭП";*
- in English: *"KIMEP" JSC.*

1.5. The present Charter is elaborated on the basis of the Civil Code of the Republic of Kazakhstan, the Laws of the Republic of Kazakhstan «Concerning Joint-Stock Companies» of May 13, 2003, # 415-II, «Concerning Non-commercial Organizations» of January 16, 2001, # 142-II, «Concerning Education» of June 7, 1999 # 389-I, and other regulatory legal acts of the Republic of Kazakhstan.

1.6. The JSC "KIMEP" is a non-commercial organization. The JSC "KIMEP" shall not pursue an object to get a profit, shall not allocate gained net profit among shareholders and shall use it only for development of the JSC "KIMEP".

1.7. The JSC "KIMEP" is a legal entity: shall own and based on other property rights an isolated property; shall possess and on its own behalf acquire and alienate property and private non-property rights; shall bear responsibility, shall be responsible within the limits of its property; shall act on its own behalf in the court; shall have its own balance.

1.8. The JSC "KIMEP" shall act on the basis of its foundation documents and in accordance with the legislation of the Republic of Kazakhstan.

Legal capacity of the JSC "KIMEP" as a legal entity starts from the moment of its state registration.

Legal capacity of the JSC "KIMEP" in the field of educational activity starts from the moment of receiving of state license.

As a higher educational institution KIMEP also acts on the basis of KIMEP Catalog and other documents, which regulate academic process and internal rules.

1.9. The JSC "KIMEP" is an owner of:

- 1) Property assigned by its shareholders;
- 2) Gained income as well as other property, which was acquired by it on other basis, permitted by the legislation.

The sources of assets formation of the JSC "KIMEP" are the following:

- 1) Shareholders' investments;
 - 2) Income gained from realization of works, educational and consulting services, as well as other types of economic activity;
 - 3) Income from securities;
 - 4) Bank loans and loans from other creditors;
 - 5) Gratuitous, charitable contributions, donations from Kazakhstani and foreign legal entities and natural persons;
 - 6) Other income, not forbidden by the law.
- 1.10. The JSC "KIMEP" has right to become a participant of another company, union or association.
The JSC "KIMEP" shall have the right to open branches and representative offices in the Republic of Kazakhstan and abroad, in accordance with the procedures stipulated in the Charter and not contradicting the current legislation.
- 1.11. The JSC "KIMEP" has right to conduct international activity independently (or through its mediators) in accordance with the legislation of the Republic of Kazakhstan.
- 1.12. The JSC "KIMEP" has other rights and bears responsibility in accordance with the legislation of the Republic of Kazakhstan.
- 1.13. State licensing of the JSC "KIMEP" activity is conducted in accordance with the legislation of the Republic of Kazakhstan.
- 1.14. Accreditation of the JSC "KIMEP" and attestation of its academic programs are carried out in accordance with the procedures stipulated by the corresponding organizations, including international organizations.
- 1.15. Disputes between the JSC "KIMEP" and its shareholders shall be settled in accordance with the legislation of the Republic of Kazakhstan.
- 1.16. The JSC "KIMEP" has settlement account and other accounts in banks, including accounts in foreign currency.
The JSC "KIMEP" has registered logotype, seal with its name and logotype, stamp and letterheads.
- 1.17. The Executive organ of the JSC "KIMEP" is located at: 4 Abai Avenue, Almaty, 480100, the Republic of Kazakhstan.
- 1.18. The JSC "KIMEP" is not responsible for liabilities of the State and its shareholders, as well as the State and the shareholders are not responsible for the JSC "KIMEP" liabilities. The shareholder shall assume the risk related to the activity of JSC "KIMEP" within the limits of its shares, if other is not stipulated by the legislation of the Republic of Kazakhstan.
- 1.19. The JSC "KIMEP" strictly follows the legislation of the Republic of Kazakhstan. The JSC "KIMEP" activity shall not disturb the normal functioning of other legal entities and aggravate people's life conditions.
- 1.20. Issues that are not stipulated in the present Charter shall be regulated by the functioning legislation of the Republic of Kazakhstan.
- 1.21. The present Charter is made in Kazakh, Russian and English languages. The texts in all specified languages are legally equal. In case of divergence in the interpretation of the mentioned texts, the Russian text shall have the priority.

CHAPTER 2. THE OBJECT AND GOALS OF ACTIVITIES OF THE JSC "KIMEP"

- 2.1. The object and main goals of activities of the JSC "KIMEP" are the following:
- 1) Promotion and development of education and science, knowledge dissemination;
 - 2) Training of highly qualified specialists at undergraduate, graduate and post-graduate studies, approved by the Council of the JSC "KIMEP";
 - 3) Professional development of civil servants and specialists in different fields of Kazakhstani economy;
 - 4) Training and professional development of faculty members, administrative and support staff;
 - 5) Organization and conducting fundamental and applied scientific research aimed at solving national and international problems;
 - 6) Utilization of up-to-date educational technologies using Internet access, including organisation of credit technology and the calculation of academic process; providing of access to the world information resources, development of modern methods of management of educational institution;
 - 7) Providing financial assistance for talented students from low-income families;
 - 8) Expansion of relations with foreign educational institutions and scientific organizations, attraction of foreign scientists, instructors and specialists to train Kazakhstani instructors, implementation of joint scientific researches, establishment of exchange programs for students and specialists.
 - 9) Elaboration and publishing of educational, methodological, scientific and special literature;
 - 10) Organization and conducting of scientific symposiums, seminars and conferences with participation of students and faculty;
- as well as realization of other activities and rendering services relevant to its profile and according to the legislation of the Republic of Kazakhstan.

- 2.2. The list of programs aimed at training specialists at undergraduate and graduate degree, realized by the JSC "KIMEP", is the following: "Bachelor of Business Administration and Accounting", "Bachelor in Economics", "Bachelor of Political Science", "Bachelor of Public Administration", "Bachelor in International Relations", "Bachelor in International Journalism", "Master of Business Administration", "Master in Economics", "Master in Public Administration", "Master in International Relations", "Master of International Journalism and Mass Communication" and other programs approved by the Council of the JSC "KIMEP".
- 2.3. In accordance with the legislation of the Republic of Kazakhstan the JSC "KIMEP" has right to:
- 1) Make decisions concerning its activity, including international, independently;
 - 2) Elaborate and improve academic programs and curriculums in corresponding fields of preparation and further professional development of specialists;
 - 3) Use modern technologies and methods in preparation and further professional development of specialists, based on international and domestic higher educational institutions' experience;
 - 4) Grant diplomas and certificates of the established form, including state ones, and award corresponding degree and qualifications to the graduates;
 - 5) Confer honorary degrees and academic ranks to the outstanding scientists and specialists of the Republic of Kazakhstan and foreign countries for their significant contributions and achievements;
 - 6) Train specialists on paid basis who are the citizens of the Republic of Kazakhstan and of foreign countries, as well as on the contract basis with companies and organizations, state public bodies and foreign companies;
 - 7) Develop plans for scientific and research activities, and attract Institute's faculty, local and foreign specialists, doctorate students and other students to fulfill these activities;
 - 8) Send faculty and staff for internship in other higher educational institutions and research organizations, including the ones abroad;
 - 9) Organize scientific forums (conferences, seminars, symposia, colloquiums etc.);
 - 10) Publish scientific, academic and methodological literature, periodical press;
 - 11) Elaborate its organizational structure, staff schedule; determine methods to organize and to stimulate labor aiming at fulfillment of goals and objectives of the Charter;
 - 12) Implement competitive and contract employment system, applicable also to the foreign scientists and specialists;
 - 13) Develop and implement effective mechanism of specialists hiring and dismissal of unqualified employees;
 - 14) Carry out any economic activity, which shall not contradict the legislation of the Republic of Kazakhstan and the goals and objectives of the JSC "KIMEP".

CHAPTER 3. FOUNDERS, AUTHORIZED CAPITAL AND ANNOUNCED SHARES OF THE JSC "KIMEP" FOUNDERS

- 3.1. The founders of the JSC "KIMEP" are:
- the Government of the Republic of Kazakhstan, represented by the Committee of State Property and Privatization under the Ministry of Finance of the Republic of Kazakhstan (hereinafter referred to as a Committee), and
 - Dr. Chan Young Bang.

AUTHORIZED CAPITAL

- 3.2. In order to secure the activity of the JSC "KIMEP" upon its establishment the authorized capital was formed and fully paid by the founders in the amount of 500 750 000 (five hundred million seven hundred fifty thousand) tenge, divided into 500 750 (five hundred thousand seven hundred fifty) ordinary shares with the nominal price 1000 (one thousand) tenge per share.

ANNOUNCED SHARES OF THE JSC "KIMEP"

- 3.3. Changes in the amount of the announced shares can be introduced upon the decision of the General Meeting of Shareholders of the JSC "KIMEP" or the court. A subsequent increase in the charter capital of the Company is realized as a result of the allocation of the supplementary announced shares of the JSC "KIMEP".
- 3.4. The total number of the announced shares of the JSC "KIMEP" equals to 585 000 (five hundred eighty five thousand) ordinary shares.

CHAPTER 4. RIGHTS AND OBLIGATIONS OF THE SHAREHOLDERS

- 4.1. The JSC "KIMEP" shareholder has the right to:
- 1) Participate in management of the JSC "KIMEP" in accordance with the procedure stipulated in the Law of the Republic of Kazakhstan "Concerning Joint-Stock Companies" and the present Charter;
 - 2) Receive information on JSC "KIMEP" activities, including financial statement reports of the JSC "KIMEP";
 - 3) Receive from the registrar or nominal holder the extracts which confirm his right of share ownership;

- 4) Propose to the General meeting of shareholders of the JSC "KIMEP" candidates to be elected to the Board of Trustees/the Board of Directors of the JSC "KIMEP";
 - 5) Challenge decisions adopted by the JSC "KIMEP" bodies in the courts;
 - 6) Submit a written request to the JSC "KIMEP" to get information regarding JSC "KIMEP" activity and receive grounded replies within thirty days from the date of the inquiry receipt by the JSC "KIMEP";
 - 7) Receive part of the property remaining after the liquidation of the JSC "KIMEP" proportionate to the amount of his shares;
 - 8) Primary purchase of shares.
- 4.2. A large shareholder also has the right to:
- 1) request the convocation of the extraordinary General meeting of shareholders or to apply to the court with the statement of claim on its convocation in case of refusal to convene the General meeting of shareholders expressed by the Board of Trustees/ the Board of Directors;
 - 2) propose to the Board of Trustees/ the Board of Directors to include the additional issues to the agenda of the General meeting of shareholders in accordance with the Law of the Republic of Kazakhstan "Concerning Joint-Stock Companies";
 - 3) request the convocation of the meeting of the Board of Trustees/ the Board of Directors;
 - 4) request conducting of the audit of the JSC by an audit company at his own expense.
- 4.3. It is not allowed to restrict the rights of the shareholders, stipulated by the clauses 4.1-4.2 of the present Charter.
- 4.4. Upon the request of the shareholder the Company is obliged to provide him with the opportunity to become familiar with the Charter of the JSC "KIMEP" including recent changes and amendments. Within three working days the JSC "KIMEP" is obliged to fulfill the request of the shareholder on providing him with the copy of the Company's Charter.
- 4.5. Shareholder of the JSC "KIMEP" is obliged to:
- 1) pay for shares;
 - 2) inform within ten days the JSC "KIMEP" registrar or the nominee holder of his shares about changes in information required for the maintenance of the register of the JSC "KIMEP" shareholders;
 - 3) not to disclose information concerning the JSC "KIMEP" or its activity, which constitutes commercial or protected by law secret;
 - 4) perform other duties in accordance with the legislation of the Republic of Kazakhstan.
- 4.6. The JSC "KIMEP" and the registrar company shall not be responsible for consequences of non-observance of the requirement, stipulated in the subparagraph 2, point 4.5, by the shareholder.

CHAPTER 5. SHARES OF THE JSC "KIMEP"

- 5.1. The JSC "KIMEP" shall issue shares with the purpose of attracting resources for implementation of its activity, the profit of which shall be used for the development of the JSC "KIMEP" only.
- 5.2. The JSC "KIMEP" shall have the right to issue only ordinary shares. The shares shall be issued in a virtual format (without certificates).
- 5.3. The JSC "KIMEP" shall not have the right to issue preference shares, derivatives and convertible securities.
- 5.4. The JSC "KIMEP" shall not have the right to sign options for acquisition of the shares issued by the JSC "KIMEP".
- 5.5. The JSC "KIMEP" shall not accrue and pay out dividends on its shares.
- 5.6. A share shall be indivisible. In case a share belongs to several persons on the right of common ownership, they all shall be recognized as one shareholder and exercise their rights certified by the share through their common representative.
- 5.7. The share shall render each shareholder owning it the same with other shareholders set of rights.
- 5.8. An ordinary share of the JSC "KIMEP" shall give to its holder the right to participate in the General meeting of shareholders with voting right on any issue put on voting, and also to receive part of the property remaining after liquidation of the JSC "KIMEP" in accordance with the procedure envisaged by the legislation of the Republic of Kazakhstan.
- 5.9. When the JSC "KIMEP" intends to allocate the declared shares and previously redeemed shares, it shall be obliged to offer in a written form within thirty days prior to their sale to its shareholders to acquire the shares on equal terms in proportion to the shares that they hold at the price established by the Board of Trustees/the Board of Directors of the JSC "KIMEP".
- 5.10. The procedure of exercising right of the shareholders for pre-emptive purchase of shares shall be established by an authorized body that regulates and controls the securities market.
- 5.11. The JSC "KIMEP" shall be obliged to submit documents for the state registration of emission of declared shares within one month from the date of its state registration as a legal entity or from the moment when decision concerning increase in the number of declared shares has been made by the General meeting of shareholders.

- 5.12. Decision concerning allocation of shares of the JSC "KIMEP" within the quantity of its declared shares shall be made by the Board of Trustees/the Board of Directors of the JSC "KIMEP".
- 5.13. The JSC "KIMEP" shall allocate its shares after the state registration of their emission. Allocation of shares shall be carried out by means of auctions and subscriptions.
- 5.14. Shares that are allocated by means of subscription shall be sold at the price of allocation determined by the Board of Trustees/the Board of Directors. In that case the price of allocated shares must be the same for all persons who decide to acquire them within the current allocation.
- 5.15. Forming, maintenance and keeping custody of the register of the shareholders of the JSC "KIMEP" may be done only by the Registrar of the JSC "KIMEP", who must not be an affiliated person of the JSC "KIMEP" and of its affiliated people.
- 5.16. Prior to the submission to the authorized body of the documents required for the share emission of the JSC "KIMEP" the JSC "KIMEP" shall be obliged to conclude an agreement with the Registrar for rendering services on forming, maintenance and keeping custody of the register of the shareholders of the JSC "KIMEP".
- 5.17. Until an allocated share is fully paid the JSC "KIMEP" shall not have the right to issue an order for assigning given share to the account of a buyer in the register of the shareholders of the JSC "KIMEP".
- 5.18. The JSC "KIMEP" shall be obliged to submit reports to the authorized body about the results of allocation of its shares every six months (within one month upon expiry of the reporting period) up to the moment of allocation of the declared shares of the JSC "KIMEP" in full or after completion of their allocation.
- 5.19. Money, property rights (including rights for the objects of intellectual property) and other assets may be contributed as a payment for the allocated shares of the JSC "KIMEP", except for the cases stipulated by the legislation of the Republic of Kazakhstan.
- 5.20. Payment by assets other than money shall be carried out at the price determined by the appraiser acting on the basis of a license issued in accordance with the legislation of the Republic of Kazakhstan.
- 5.21. If payment for allocated shares includes the right of property user then the valuation of such right shall be carried out based on the amount of payments for the entire period of its utilization by the JSC "KIMEP". It is prohibited to withdraw such property ahead of time without consent of the General meeting of shareholders of the JSC "KIMEP".
- 5.22. The JSC "KIMEP" shall not be allowed to buy its declared shares when they are allocated at the primary market.

CHAPTER 6. MANAGEMENT OF THE JSC "KIMEP"

BODIES OF THE JSC "KIMEP"

6.1. The following shall be recognized as the bodies of the JSC "KIMEP":

- 1) The supreme body - General meeting of shareholders;
- 2) The managing body - Board of Trustees/Board of Directors;
- 3) The executive body - Executive Committee;
- 4) Other collegiate managing bodies:
 - The Council of the JSC "KIMEP";
 - Academic Councils at College and Department levels.

THE SUPREME BODY - GENERAL MEETING OF SHAREHOLDERS

- 6.2. The JSC "KIMEP" shall be obliged to hold annual General meeting of shareholders every year. Other meetings shall be considered as extraordinary ones.
- 6.3. The following shall be recognized as the exclusive competence of the General meeting of shareholders:
 - 1) Making amendments to the Charter of the JSC "KIMEP" or approval of its new version;
 - 2) Voluntary reorganization or liquidation of the JSC "KIMEP";
 - 3) Adoption of a decision on changing the number of declared shares of the JSC "KIMEP";
 - 4) Defining the number and term of office of the Counting commission of the JSC "KIMEP", election of its members and early termination of their office;
 - 5) Defining the number of members and term of office of the Board of Trustees/the Board of Directors, election of its members and termination of their authority ahead of time, defining the amount and conditions of bonuses for the members of the Board of Trustees/the Board of Directors, excluding civil servants;
 - 6) Designation of the auditing organization conducting the audit of the JSC "KIMEP";
 - 7) Approval of annual financial statements of the JSC "KIMEP";
 - 8) Adoption of decision on participation of the JSC "KIMEP" in establishment or activities of other legal entities by transferring part or several parts of assets that in total constitute twenty-five and more per cent of all the assets held by the JSC "KIMEP";
 - 9) Approval of decisions on major transactions and transactions in which the JSC "KIMEP" has an interest;

- 10) Making decision to increase obligations of the JSC "KIMEP" for the sum that constitutes up to twenty-five and more per cent of its own capital;
 - 11) Defining the form of notification of the shareholders of the JSC "KIMEP" regarding convocation of the General meeting of shareholders and making a decision on placing the information in periodical press;
 - 12) Approval of the method(s) for determining the value of the shares when they are redeemed by the JSC "KIMEP" in accordance with the legislation of the Republic of Kazakhstan on securities market;
 - 13) Approval of the agenda of the General meeting of shareholders;
 - 14) Defining the procedures on information disclosure to the shareholders concerning the Company's activities, including determination of the periodical press;
 - 15) Introduction and annulment of a "golden share".
- 6.4.** Decisions of the General meeting of shareholders on the issues indicated in subparagraphs 1-3, 9 of the paragraph 6.3 of the present Charter shall be adopted by a qualified majority of the total number of the voting shares of the JSC "KIMEP".
- Decisions of the General meeting of shareholders on other issues shall be adopted by a simple majority of votes of the total number of voting shares of the JSC "KIMEP" participating in the voting.
- 6.5.** It shall not be allowed to delegate authority on issues under the exclusive competence of the General meeting of shareholders, to the competence of other bodies, officials and employees of the JSC "KIMEP" unless otherwise stipulated by the legislation of the Republic of Kazakhstan.
- 6.6.** The General meeting of shareholders shall have the right to abolish any decision of other bodies of the JSC "KIMEP" on the issues relating to the internal activities of the JSC "KIMEP".
- 6.7.** The first General meeting of shareholders shall be convened and held after state registration of emission of declared shares and forming the register of the shareholders.
- 6.8.** An annual General meeting of shareholders shall be held within five months after a reported financial year. In case it is impossible to complete an audit of the JSC "KIMEP" for the reported period the aforesaid term shall be considered as prolonged up to three months.
- 6.9.** The Board of Trustees/the Board of Directors shall convene an annual General meeting of shareholders. An extraordinary General meeting of the shareholders shall be convened upon the initiative of the following:
- 1) The Board of Trustees/ the Board of Directors;
 - 2) A large shareholder.
- Preparation for and conducting the General meeting of shareholders shall be carried out as follows:
1. By the executive body - Executive Committee of the JSC "KIMEP";
 2. By the Company's registrar in accordance with the agreement made between JSC "KIMEP" and the registrar;
 3. By the Board of Trustees/ the Board of Directors;
 4. By the liquidation commission of the Company.
- 6.10.** The list of the shareholders who have right to participate at the General meeting of shareholders shall be compiled by the Company's registrar on the basis of the information from the register of the Company's shareholders. Information, which must be included to the list of the shareholders, is determined by the authorized body.
- 6.11.** The date and time of conducting the General meeting of shareholders must be settled in a way suitable for as many persons eligible to take participation in the meeting.
- 6.12.** The notification about conducting the General meeting of shareholders shall be published in periodical press or communicated to the shareholders by sending them notification letters in a written form.
- 6.13.** Repeated General meeting of shareholders may be appointed not earlier than next day after the date established for the initial General meeting of shareholders (which have not taken place). The agenda for the repeated General meeting of the shareholders should not be different from the agenda of the initial General meeting of shareholders, which have not taken place.
- 6.14.** The Board of Trustees/ the Board of Directors shall form the agenda of the General meeting of shareholders. The agenda of the General meeting of shareholders must contain the exhaustive list of concrete issues under discussion. The agenda of the General meeting of shareholders may be added to by a large Shareholder or the Board of Trustees/the Board of Directors, provided that the shareholders were warned of such additions not later than fifteen days prior to the date of the general meeting.
- 6.15.** Materials on the issues of the agenda for the General meeting of shareholders must contain sufficient information in the volume necessary for making well-grounded decisions on these issues.
- 6.16.** The costs associated with the convention of, preparation for and conducting the General meeting of shareholders shall be borne by the JSC "KIMEP", except for the cases stipulated by the Law of the Republic of Kazakhstan "Concerning Joint Stock Companies".

6.17. Voting at the General meeting of shareholders shall be carried out on the basis of the principle “one share - one vote”, except for the following cases:

- 1) Limitation of the maximum number of votes belonging to one shareholder within his shares in cases envisaged by the legislative acts of the Republic of Kazakhstan;
- 2) Cumulative voting when electing members of the Board of Trustees/the Board of Directors;
- 3) Granting to each person who participates at the General meeting of shareholders one vote on procedural issues of conducting the General meeting of shareholders.

6.18. In case of voting by secret ballot at the General meeting of shareholders which is conducted in the regular way, the ballots for such voting must be compiled for each separate issue for which voting is carried out by secret ballot.

6.19. Upon the results of voting the Counting commission shall compile and sign the protocol on the results of the voting.

THE MANAGING BODY - THE BOARD OF TRUSTEES/THE BOARD OF DIRECTORS

6.20. For the purposes of elaboration and making decisions on strategic development of the JSC “KIMEP”, utilization of up-to-date international educational technologies, development of research activities and international academic collaboration the Board of Trustees/the Board of Directors of the JSC “KIMEP” is created and includes the most competent representatives of science, education, business and state bodies of the Republic of Kazakhstan and foreign countries. Members of the Board of Trustees/the Board of Directors shall be elected on the General meeting of shareholders of the JSC “KIMEP”.

The Board of Trustees/the Board of Directors accomplishes general administration over the JSC “KIMEP” with the exception of those academic issues which are ascribed by the Charter to the competence of the General meeting of shareholders, the Council of the JSC “KIMEP”, and the Chair of the Executive Committee (President of the JSC “KIMEP”). The Board of Trustees/the Board of Directors shall function in accordance with its own By-laws.

6.21. Exclusive competence issues of the Board of Trustees/the Board of Directors are the following:

- 1) Determination of the priority directions of the development of the JSC “KIMEP”, approval of the strategies and plans for development of the JSC “KIMEP”;
- 2) Making decision on convocation of an annual and extraordinary General meetings of shareholders;
- 3) Making decision on allocation of shares of the JSC “KIMEP” and their price within the limits of the number of declared shares;
- 4) Making decision on redemption of the allocated shares by the JSC “KIMEP”;
- 5) Preliminary approval of the annual financial statements of the JSC “KIMEP”;
- 6) Election and determination of terms of power of the Chair of the Executive Committee (President of the JSC “KIMEP”), and also termination of his authorities ahead of time;
- 7) Determination of salary and premium bonuses for the Chair of the Executive Committee of the JSC “KIMEP” (The President of the JSC “KIMEP”);
- 8) Determination of fees for appraiser and audit company;
- 9) Making decisions on establishment and liquidation of the branches and representative offices of the JSC “KIMEP” and approval of regulations concerning their activities;
- 10) Increase in liabilities of the JSC “KIMEP” up to ten and more percent out of its equity capital;
- 11) Appointment of the registrar company of the JSC “KIMEP” in case of termination of the contract with the previous registrar company;
- 12) Identification of the information about the JSC “KIMEP” or its activity that constitutes official, commercial or other type of secret protected by law;
- 13) Making a decision on main transactions or transactions in which the JSC “KIMEP” has an interest;
- 14) Making decision on the JSC “KIMEP” participation in creation and functioning of other companies.

6.22. Quorum of the meeting of the Board of Trustees/the Board of Directors shall be not less than half of the total number of members of the Board of Trustees/the Board of Directors.

Decisions of the Board of Trustees/the Board of Directors on the issues indicated in subparagraphs 4,13 of point 6.21 of the present Charter shall be adopted by two-third of votes of the members of the Board of Trustees/the Board of Directors, present at the meeting. Decisions of the Board of Trustees/the Board of Directors on other issues shall be adopted by simple majority of votes of the members of the Board of Trustees/the Board of Directors, present at the meeting.

6.23. All issues related to the exclusive competence of the Board of Trustees/the Board of Directors cannot be forwarded for consideration to the Executive Committee or the Council of the JSC “KIMEP”.

6.24. The Board of Trustees/the Board of Directors shall not have the right to make decisions on issues which, in accordance with the Charter, should be considered by the Executive Committee, the Council of the JSC “KIMEP”, and make decisions contradicting the decisions of the General meeting of the shareholders.

6.25. Only a natural person can become the member of the Board of Trustees/the Board of Directors.

6.26. Members of the Board of Trustees/the Board of Directors shall be elected from:

- 1) the shareholders – natural persons;

- 2) persons who are recommended for the election to the Board of Trustees/the Board of Directors as the representatives of the shareholders' interests;
- 3) other persons (taking into account limitations as outlined in the clause 6.27 of the present Charter).

Elections of the members of the Board of Trustees/the Board of Directors shall be held by cumulative voting. Shareholder shall have the right to give all his votes, on the basis of his shares, for only one candidate or distribute them among several candidates to the Board of Trustees/the Board of Directors. Candidates who acquired high number of votes shall be elected to the Board of Trustees/the Board of Directors. If two or more candidates to the Board of Trustees/the Board of Directors have taken the same number of votes additional voting shall be conducted.

- 6.27. Member of the Board of Trustees/the Board of Directors can be a natural person who is not a shareholder of the JSC "KIMEP" and who was not recommended to the Board of Trustees/the Board of Directors as a representative of the shareholder's interests. The number of such members shall not be more than fifty percent of the members of the Board of Trustees/the Board of Directors.
- 6.28. Members of the Executive Committee except for the Chair (The President of the JSC "KIMEP") shall not be elected to the Board of Trustees/the Board of Directors. The Chair of the Executive Committee (the President of the JSC "KIMEP") shall not be elected as the Chair of the Board of Trustees/the Board of Directors.
- 6.29. The number of members of the Board of Trustees/the Board of Directors shall not be less than three.
- 6.30. Members of the Board of Trustees/the Board of Directors can be reelected unlimited number of times.
- 6.31. The terms of the office for the Board of Trustees/the Board of Directors shall be established by the General meeting of shareholders. The terms of office for the Board of Trustees/the Board of Directors shall expire at the moment of conducting the General meeting of shareholders, at which the new Board of Trustees/the Board of Directors is elected.
- 6.32. The General meeting of shareholders shall have the right to cease the authorities of all or particular members of the Board of Trustees/the Board of Directors ahead of time.
- 6.33. Pre-term termination of authorities initiated by the member of the Board of Trustees/the Board of Directors shall be carried out on the basis of a written notification to the Board of Trustees/the Board of Directors. Authorities of this member shall be ceased from the moment of receiving such notification by the Board of Trustees/the Board of Directors.
- 6.34. In the case of pre-term termination of authorities of the member of the Board of Trustees/the Board of Directors a new member shall be elected based on the simple majority out of the total number of voting shares at the General meeting of shareholders and the authorities of these members of the Board of Trustees/the Board of Directors shall expire simultaneously with the expiration of authorities of the Board of Trustees/the Board of Directors as a whole.
- 6.35. The Chair of the Board of Trustees/the Board of Directors shall be elected out of the members of the Board of Trustees/the Board of Directors by the majority of votes out of the total number of the members of the Board of Trustees/the Board of Directors.
The Board of Trustees/the Board of Directors has the right to reelect the Chair at any time.
- 6.36. The Chair of the Board of Trustees/the Board of Directors shall organize the work of the Board of Trustees/the Board of Directors and supervise its sessions.
- 6.37. In the case of absence of the Chair of the Board of Trustees/the Board of Directors his/her functions shall be held by one of the members of the Board of Trustees/the Board of Directors upon the decision of the Board of Trustees/the Board of Directors.
- 6.38. Convocation of, preparation to and conducting the meetings of the Board of Trustees/the Board of Directors shall be implemented in accordance with the Law of the Republic of Kazakhstan "Concerning Joint-Stock Companies". Organizational work on convocation, preparation and conducting of the Board of Trustees/Board of Directors meetings shall be carried out by a Secretary of the Board of Trustees/Board of Directors, whose position is envisaged in the Staff Schedule of the JSC "KIMEP".
- 6.39. The Board of Trustees/the Board of Directors can make decisions by means of the voting in absentia on the issues under the competence of the Board of Trustees/the Board of Directors.

A decision of the Board of Trustees/the Board of Directors made during the voting in absentia shall be completed in the written form and be valid if the number of signatures of the members of the Board of Trustees/the Board of Directors is sufficient for making the decision.

THE EXECUTIVE BODY - EXECUTIVE COMMITTEE OF THE JSC "KIMEP"

- 6.40. The Executive Committee of the JSC "KIMEP" shall be responsible for the daily maintenance of the overall management of the activities of the JSC "KIMEP".

The Executive Committee shall have the right to make decisions on any issues related to the activity of the JSC "KIMEP", which are not under the competence of any other body or officials of the JSC "KIMEP" in accordance with the current legislation of the Republic of Kazakhstan and the present Charter.

The Executive Committee shall be obliged to submit the most important issues on strategic development, stipulated in the point 6.44 of the Charter, to the Council of the JSC "KIMEP" for further deliberations and final approval.

The Executive Committee shall be responsible for implementation of the decisions of the General meeting of shareholders, the Board of Trustees/the Board of Directors and the Council of the JSC "KIMEP".

- 6.41.** Members of the Executive Committee shall be shareholders and employees of the JSC "KIMEP" who are not shareholders.

On behalf of the JSC "KIMEP" the Individual Labor Agreement between the JSC "KIMEP" and the Chair of the Executive Committee (the President of the JSC "KIMEP") shall be signed by the Chair of the Board of Trustees/the Board of Directors or other person authorized by the General meeting of shareholders or the Board of Trustees/the Board of Directors. The Chair of the Executive Committee shall sign the Individual Labor Agreements with the other Executive Committee members.

- 6.42.** Chair of the Executive Committee (the President of KIMEP) shall:

- 1) Ensure the fulfillment of the provisions of the present Charter;
- 2) Organize the implementation of the decisions of the General meeting of shareholders and the Board of Trustees/the Board of Directors;
- 3) Conduct general management of the JSC "KIMEP" and be responsible for the efficiency of its work;
- 4) Supervise the work of the Executive Committee and the Council of the JSC "KIMEP";
- 5) Approve the Staff Schedule;
- 6) Appoint and dismiss the members of the Executive Committee of the JSC "KIMEP", Vice-Presidents and Deans;
- 7) Distribute the responsibilities, authorities and duties among the members of the Executive Committee. In the case of his absence delegates his duties to one of the members of the Executive Committee;
- 8) Exercise hiring and firing of the JSC "KIMEP" staff, apply award and reprimand policies, determine the salary scale and personal bonuses in accordance with the Staff Schedule of the JSC "KIMEP";
- 9) Implement standards of academic and administrative ethics;
- 10) Approve documents which regulate internal activities of the JSC "KIMEP", apart from those that must be approved by the Council of the JSC "KIMEP";
- 11) Determine the procedures of utilization of reserve capital of the JSC "KIMEP";
- 12) Appoint the Chairs of the branch and representative offices of the JSC "KIMEP";
- 13) Act on behalf of the JSC "KIMEP" in contacting with outside parties without any letter of attorney;
- 14) Issue a letter of attorney ensuring the right to act on behalf of the JSC "KIMEP" in contacts with the third parties.

OTHER COLLEGIATE MANAGING BODIES: THE COUNCIL OF THE JSC "KIMEP" AND OTHER COUNCILS

- 6.43.** The collegiate managerial body shall be the Council of the JSC "KIMEP", composition of which shall be derived from faculty, students, administrative staff. Composition of members of the Council shall be proposed by the Executive Committee and approved by the President of the JSC "KIMEP". The membership will consist of: President as the Chair of the Council, Vice Presidents, Deans, Directors of Language Center, Library, Computer Information System Center, President of the Student Government, elected faculty members, elected student members, elected administrative staff members.

At least 50 percent of the total number of its members shall be elected at the general meeting of faculty, research and support staff units through open voting. Student representatives shall be elected at the student meeting.

The terms of authority of the Council members shall be two years. Members of the Board of Trustees/the Board of Directors shall have a right to participate in the Council's meetings as observers. The Council shall function in accordance with its own By-laws.

Generally, the Council shall have sessions once a month.

- 6.44.** The Council of the JSC "KIMEP" shall:

- 1) Elaborate strategic development plans for the JSC "KIMEP";
- 2) Develop and implement academic and non-academic strategy for the JSC "KIMEP";
- 3) Approve the budget of the JSC "KIMEP";
- 4) Approve the internal management structure of the JSC "KIMEP" in the part, which is not regulated by the legislation of the Republic of Kazakhstan and the present Charter; organize and liquidate Colleges, Departments and other units;
- 5) Approve new academic programs and projects of the JSC "KIMEP";
- 6) Approve academic and research plans of the JSC "KIMEP" upon the recommendation made by academic councils;
- 7) Approve the Faculty Code of Practice;
- 8) Approve Catalog of the Institute;
- 9) Consider issues on preparation and publication of research, academic and methodological literature and manuals;
- 10) Approve qualification improvement plans for faculty and research staff;

- 11) Approve the tuition fees for all educational programs;
- 12) Confer on degrees, diplomas and certificates to the graduate students;
- 13) Confer on honorary degrees and academic ranks;
- 14) Consider other issues related to the JSC "KIMEP" activities assigned to the competence of the Council.

The decisions made by the Council shall come into force upon their approval by the Chair of the Council of the JSC "KIMEP".

- 6.45. JSC "KIMEP" shall establish on the level of the Colleges – College Councils, and on the level of Departments - Department Councils to solve academic issues.

OFFICIALS OF THE JSC "KIMEP"

- 6.46. The members of the Board of Trustees/the Board of Directors and the Executive Committee members shall be considered as the officials of the JSC "KIMEP".

- 6.47. The officials of the JSC "KIMEP" shall:

- 1) honestly exercise their responsibilities and use means which reflect the interests of the Company and its shareholders to the utmost;
- 2) not use or allow to use the property of the Company in a way contradicting to the Charter provisions of the JSC "KIMEP" and decisions of the General meeting of shareholders and the Board of Trustees/the Board of Directors, and also to use property in personal interest or abuse while conducting transactions with its affiliated persons;
- 3) be obliged to secure integrity of accounting system and financial reporting, including independent audit;
- 4) control the disclosure and sharing information concerning JSC "KIMEP" activities in accordance with the requirements of the legislation of the Republic of Kazakhstan.

- 6.48. The President of the JSC "KIMEP" and the members of the Executive Committee shall be responsible before the Company for harm caused to the Company by their actions (inaction) in accordance with the legislation of the Republic of Kazakhstan.

AFFILIATED PERSONS OF THE JSC "KIMEP"

- 6.49. Affiliated persons of the Company in accordance with the legislation are persons (with the exception of state organs, regulating its activities within the framework of responsibility conferred on them), who have the opportunity to determine directly or indirectly the decisions and (or) influence on the decision-making made by the joint-stock company, in the framework of contractual relations, including the oral agreements, or any other transaction, and also it can be any person toward whom the joint-stock company has this right.

- 6.50. Criteria to consider legal entities and natural persons as affiliated persons of the Company and affiliated persons of the officials of the Company, and also peculiarities of the Company's transactions with participation of its affiliated persons shall be determined by the legislative acts of the Republic of Kazakhstan.

- 6.51. Information concerning the affiliated persons of the JSC "KIMEP" shall not constitute official, commercial or other type of secret protected by law.

- 6.52. The JSC "KIMEP" is obliged to keep a record concerning its affiliated persons on the basis of information provided by these persons.

CHAPTER 7. FACULTY, RESEARCH AND SUPPORT STAFF

- 7.1. Faculty of the JSC "KIMEP" shall be comprised of professors, associate professors, assistant-professors, senior lecturers, lecturers and language instructors. The JSC "KIMEP" personnel shall also include research, engineering, technical, support and other staff.

- 7.2. The Faculty Code of Practice and Institute Academic Procedures shall regulate status, material conditions and organization of academic activity of faculty.

- 7.3. Faculty shall include Kazakhstani as well as foreign experts, holding academic degrees (Master Degree, Ph.D., Candidate/Doctor of Science), with recognized academic, teaching and research background.

- 7.4. Status as well as material conditions of foreign faculty shall be regulated by the intergovernmental agreements, Faculty Code of Practice and Institute Academic Procedures, the contracts of the JSC "KIMEP" and the present Charter.

- 7.5. Faculty and research staff positions shall be filled on a competitive and contractual basis; other employees shall be hired on a contractual or labor agreement basis.

- 7.6. Faculty and research staff shall have the right to be provided with appropriate teaching, research and management working conditions in accordance with the aims and missions of the JSC "KIMEP".

- 7.7. Faculty and research staff shall be obliged to ensure the effectiveness of the teaching process and research studies in accordance with rules and regulations determined by the Council of the JSC "KIMEP".

- 7.8. The rights and obligations of other staff of the JSC “KIMEP” shall be regulated by labor agreements, internal regulations and job descriptions.

CHAPTER 8. ADMISSION TO THE JSC “KIMEP”, STUDENTS AND ATTENDEES

- 8.1. Policy of the JSC “KIMEP” on student enrollment shall not discriminate against any individual or group on the basis of race, ethnicity, nationality, religion, gender, social, marital status, physical disabilities, geographical, age and any other subjective criteria.

- 8.2. Applicants who graduated from high schools shall be eligible for enrollment to Baccalaureate programs, applicants for Master programs must have higher education (Baccalaureate) diploma; applicants for Ph.D. program shall be Master-degree holders.

Students shall be enrolled in accordance with Admission rules, including enrollment on the basis of state order and agreements on students exchange with foreign and Kazakhstani universities.

Tuition fees shall be paid by students themselves, and also on the basis of state order programs and contracts with legal entities.

- 8.3. Admission regulations and criteria shall be approved by the Admission Committee based on the recommendations of the academic departments in respect to each academic program, and shall be published in Catalog and issued in the form of admission rules for each academic year.

- 8.4. The JSC “KIMEP” shall provide necessary conditions to familiarize student and (or) his/her parents or any other legitimate representatives with the Charter of the JSC “KIMEP”, the license for conducting educational activities, admission rules and procedures, Catalog and other documents, which regulate academic process, internal rules and policies.

- 8.5. The JSC “KIMEP” shall provide educational activities on chargeable basis. Tuition fees shall be prepared and considered by the Executive Committee and shall be further approved by the Council of the JSC “KIMEP”.

- 8.6. Students of the JSC “KIMEP” shall have the right to use premises, equipment, library holdings and research facilities of the institute, apply for financial assistance and for part-time positions on the campus during their study period in the case of openings.

- 8.7. Students of the JSC “KIMEP” are obliged to:

- 1) Master theoretical knowledge, practical skills, and modern methods of scientific research in the field of their studies in order to fulfill requirements stipulated by the studying program;
- 2) Be familiar and obey norms and rules published in Catalog, and obey general rules, regulations and instructions, established by the JSC “KIMEP”.

In case of violations of their duties students shall be subject to disciplinary measures determined by the Catalog of the JSC “KIMEP”.

- 8.8. The student can be dismissed from the institute:

- 1) on his/her own initiative;
- 2) due to transferring to another academic institution;
- 3) due to health conditions;
- 4) due to unacceptable academic performance;
- 5) due to failure to pay academic tuition fees;
- 6) due to violation of the academic discipline and internal regulations of the institute.

CHAPTER 9. ORGANIZATION OF ACADEMIC AND RESEARCH ACTIVITY

- 9.1. Academic as well as research activity shall be accomplished in accordance with the Faculty Code of Practice and Academic Research Regulations of the Institute.

- 9.2. Academic activity shall be governed by the established academic plans, curriculums, rules and regulations as published in the Catalog of the institute.

- 9.3. The JSC “KIMEP” shall practice the following types of academic sessions: lectures, seminars, practical sessions (case studies, in-house and on-site lectures etc), individual and group studies, disputes and discussions, individual and group consulting, tutorials, internships, tests and exams, thesis and dissertations, independent research, distance learning etc.

- 9.4. Students who have successfully completed full course of studies and have met all academic requirements, determined by the Catalog, shall be conferred with appropriate degree, and be awarded with diploma as per the decision of the Council of the JSC “KIMEP”.

- 9.5. Attendees of the short-term courses shall be awarded with the appropriate certificates upon course completion.

- 9.6. Research activity shall be a compulsory part of the academic activity conducted by the faculty and research staff of the JSC "KIMEP" and shall be necessary condition for further promotion of specialists.

CHAPTER 10. PUBLIC ORGANIZATIONS

- 10.1. Independent public organizations such as student councils, faculty councils and alumni association may be established at the JSC "KIMEP". The JSC "KIMEP" shall support these public organizations in their activity.
- 10.2. The JSC "KIMEP" shall collaborate with the committees of parents of under age students, or with their legitimate representatives.
- 10.3. Establishment and activity of such public organizations as political parties and religious organizations (associations) at the JSC "KIMEP" is not allowed.
- The JSC "KIMEP" shall not render its premises for conducting sessions and meetings by political parties, and religious organizations and associations.

CHAPTER 11. BRANCHES AND REPRESENTATIVE OFFICES OF THE JSC "KIMEP"

- 11.1. The JSC "KIMEP" shall have right to establish branches and representative offices in the Republic of Kazakhstan as per the current legislation of Kazakhstan.
- 11.2. The established branches and representative offices shall not be considered as legal entities. They shall be provided with the property and facilities of the JSC "KIMEP" and shall act on the basis of the Regulations approved by the Board of Trustees/the Board of Directors of the JSC "KIMEP". All the property given to the branch or representative office shall be accounted on the separate balance and on the general balance of the JSC "KIMEP".
- 11.3. Chairs of the branches and representative offices shall be appointed by the President of the JSC "KIMEP" and shall act on the basis of the letter of attorney.
- 11.4. Branches and representative offices shall act on behalf of the JSC "KIMEP". The JSC "KIMEP" shall bear responsibility for the activity of its branches and representative offices.
- 11.5. Branches and representative offices shall be subject to registration, and in case of change of name – shall be subject for re-registration.
- 11.6. The establishment of the branches and representative offices of the JSC "KIMEP" abroad shall be regulated by the legislation of the host country and the present Charter.

CHAPTER 12. FINANCIAL STATEMENTS AND AUDIT OF THE JSC "KIMEP"

- 12.1 Financial statements of the JSC "KIMEP" shall be comprised of statements envisaged by the legislation of the Republic of Kazakhstan on accounting and financial statement standards.
- 12.2 The Executive Committee of the JSC "KIMEP" shall present to the Board of Trustees/the Board of Directors annual financial statement for discussion and its further approval by the General meeting of shareholders.
- 12.3 The annual financial statements must be preliminary approved by the Board of Trustees/the Board of Directors of the JSC "KIMEP" not later than thirty days prior to the annual General meeting of shareholders.
- 12.4 The JSC "KIMEP" shall be obliged to publish in the periodical press its financial statements annually in accordance with the terms established by the authorized body.
- 12.5 The JSC "KIMEP" must audit its annual financial statements.
- 12.6 Audit can be initiated by the Board of Trustees/the Board of Directors, the Executive Committee at the expense of the JSC "KIMEP" or it can be accomplished upon the request of the large shareholder at his expense.
- 12.7 In case the Executive Committee of the JSC "KIMEP" evades conducting the audit investigation, the audit can be accomplished on the basis of a court decision upon the statement of claim of any interested person.

CHAPTER 13. REORGANIZATION AND LIQUIDATION OF THE JSC "KIMEP"

- 13.1 Reorganization of the JSC "KIMEP" (fusion, joining, division, detachment, transformation) shall be carried out on the basis of the legislation of the Republic of Kazakhstan.
- 13.2 The JSC "KIMEP" cannot be transformed into commercial organization.
- 13.3 The decision on voluntarily liquidation of the JSC "KIMEP" shall be made by the General meeting of shareholders, which determines the liquidation procedure under agreement with creditors and under their supervision in accordance with the legislation of the Republic of Kazakhstan.

- 13.4 Compulsory liquidation of the JSC "KIMEP" shall be carried out by court in the cases envisaged by the legislation of the Republic of Kazakhstan.
- 13.5 A liquidation commission shall be appointed by the General meeting of shareholders or upon a court decision.
- 13.6 The liquidation commission shall be empowered to manage the JSC "KIMEP" during the liquidation period and conduct activities enlisted in the legislation of the Republic of Kazakhstan.
- 13.7 The liquidation procedure and the procedure of meeting creditors' claims shall be governed by the legislation of the Republic of Kazakhstan.
- 13.8 In case of liquidation of the JSC "KIMEP" its declared shares, including allocated ones, shall be annulled due to the procedure stipulated by the legislation of the Republic of Kazakhstan.
- 13.9 The liquidation commission shall distribute the property left after satisfaction of creditors' claims among the shareholders proportionally to their portfolios.
- 13.10 The liquidation is recognized as accomplished and the JSC "KIMEP"– as ceased to exist after the relevant recording is made in the state unified register of the legal entities.

VII.2. Faculty Code of Practice and Academic Processes

PREFACE TO THE REVISED EDITION

The Faculty Code of Practice planned and written in the year 2000 has been revised in the light of rapid changes that KIMEP has gone through in the last four years. Most of the items contained in this edition have already been approved and are in practice. Some important additions are Tenure & Promotion, Research, Advising and Quality Assurance Policies. Many faculty members including some chairs have expressed that they are not sure about what exactly the “Quality Assurance” entails. Section 8 details the criteria for quality assurance and self assessment. I hope that the faculty and academic administrators will find this section useful for writing self assessment reports and strategic presentations. As we prepare KIMEP for international accreditation, every faculty member must have a fair knowledge of code of conduct, quality assurance and self assessment processes. It will allow faculty member’s full participation in the process and in developing and maintaining quality academic programs. In addition, this will be an important aspect of international accreditation consideration.

Every faculty member and academic administrator must read this document carefully and must abide by the rules and policies stated in the document. In case of conflicts, confusion and difference of opinion, the matter must be brought to the attention of chairs and deans for further explanation and interpretation. While the document guarantees academic freedom, all faculty members and academic administrators must work within the norms and confines of the policies stated in the document.

M. H. Rahman

Vice President of Academic Affairs
KIMEP
February 9, 2004

INTRODUCTION

KIMEP is a non-profit institution of higher education offering credit-based undergraduate and graduate programs in a number of disciplines such as Business Administration, Accounting, Finance, Information Technology, Economics, Public Administration, Political Science, International Relations, Journalism & Mass Communication. It also offers a number of professional training programs designed to enhance Business, Management, Public Relations and Administrative capabilities of Executives in Kazakhstan and elsewhere. Such programs provide short term and seminar training to executives in the areas of management, accounting, finance, banking, computer skills, information systems, human resources developments and foreign languages.

KIMEP recognizes academic freedom as indispensable to the purpose of an academic institution. Freedom of faculty members to study, to teach, to conduct research and to conduct other academic activities to their best judgment is necessary if an academic institution is to fulfill its role in society. Accordingly, academic freedom is the right of every faculty member from the time each is first appointed.

However, academic freedom carries with it the duty to use that freedom in a responsible way with due regard to the policies of the Institute, rights of others within the institution’s community and the community at large. It also carries with it an obligation to strive for excellence in teaching, research and scholarship, to devote time to students and to play an effective role in the work of the department and the institution as a whole.

KIMEP further recognizes that the protection of academic freedom requires that decisions affecting individual faculty members be made in a consistent manner according to established principles and standards, applied through fair and reasonable procedures. The central goal of KIMEP is to promote the advancement of learning and dissemination of knowledge through teaching, research and scholarly activities. It is, therefore, imperative that KIMEP establishes a well defined and well structured code of practice for the teaching faculty so that the stated goals and objectives can be achieved in the most efficient manner possible. It is the responsibility of each faculty member and the academic administrator to read this document and to abide by the provisions and stipulations therein.

PREAMBLE

The faculty ranks are lecturer, senior lecturer, assistant professor, associate professor and professor. An individual can be a full time, part time or adjunct member of the teaching faculty. A full time member is an individual who works on an annual basis with KIMEP through different activities such as teaching, research, academic administration and consulting. A part time or an adjunct faculty member is an individual who does not work on annual basis and who may hold a job at another institution at the same time. A part time/adjunct faculty member, depending on the qualifications and experience, is entitled to hold similar academic rank as his/her full time counter part.

All faculty appointments at KIMEP shall be on probationary contractual basis. Appointments at these ranks are tenure track appointments for doctorate or terminal degree holders, others are non-tenure track appointments. Under no conditions shall

an initial appointment be made on indefinite tenure basis. The contractual agreement shall specify such items as rank, department, salary, obligations on employer's part, obligations on employee's part, period of the contract, tenure status, and any special pre-requisites.

Following types of appoint shall be in force:

- Regular appointment with tenure track status
- Regular appointment with non-tenure track status
- Term appointment
- Special appointment

1.1 FACULTY CLASSIFICATIONS

A. Lecturer

This is a non-tenure track faculty position. To be appointed to this position, an individual must have a Master's degree from a recognized university in his/her field of specialization. No teaching or professional experience is required to be hired in this rank. Main professional endeavors should be comprised of a combination of teaching, research and other academic services as may be determined by the individual's department. He/she is responsible to the CHAIR of the department.

B. Senior Lecturer

This is a non-tenure track position. To be appointed to this position, an individual must have a Master's degree from a recognized university in his/her field of specialization with at least THREE years of teaching, research and scholarly experience at an institution of higher education. Evidence of successful teaching and research is required for appointment or promotion to this position. KIMEP research working papers, case studies, conference papers and/ or a published paper in a professional journal may be considered as the evidence of research. Research work will be first evaluated at department and college levels, and finally by the dean of research. He/She is responsible to the CHAIR of the department.

C. Assistant Professor

Tenure track appointment to the rank of assistant professor is the entry level professorial appointment on probationary term for terminal degree holders. The candidate must have a Ph.D or an equivalent terminal degree from a recognized university preferably from the Western World in his/her field of specialization. Evidence of scholarly research, thesis and at least one publication in a journal of international repute is required for appointment to this position. He/she is responsible to the CHAIR of the department.

D. Associate Professor

An associate professor promoted to that rank by KIMEP shall have tenure. An associate professor appointed to that rank from outside KIMEP shall have tenure track status on probationary term. The candidate must a Ph.D or an equivalent terminal degree from a recognized university preferably from Western World in his/her field of specialization. The candidate must satisfy all the conditions of Tenure track appointment or promotion to this rank as outlined in the KIMEP Tenure and Promotion Policy. Evidence of successful teaching, research, academic administration and scholarly activities beyond Ph.D at an institution of higher education or at KIMEP is required. The appointee must have at least three research papers published in journals of international repute which should show high quality of research as judged by experts in the appointee's field of specialization. The Research work will be evaluated at department and college levels, and finally by the dean of research. He/she is responsible to the CHAIR of the department.

E. Professor

A professor promoted to that rank by KIMEP shall have tenure. A professor appointed from outside KIMEP shall have tenure track status on probationary term. The candidate must satisfy all the conditions of appointment as outlined in the KIMEP Tenure and Promotion Policy. A Ph.D or an equivalent terminal degree from a recognized university in his/her field of specialization preferably from Western World with at least evidence of eight years of teaching, research, academic administration and scholarly activities beyond Ph.D is required for appointment or promotion to this position. The appointee must have a combination of high quality teaching and research experience, as judged by experts in his/her field of specialization, with at least seven publications in journals of international repute. Research work will be evaluated at department and college levels, and finally by the dean of research.

Exceptions: Exception to the above conditions of appointment and promotion following the provisions of Tenure and Promotion can be made with the simultaneous recommendation of the department, dean and vice president of academic affairs. The final approval authority is the President of KIMEP.

Teaching and Research Assistants

Teaching and Research assistants with appropriate qualifications e.g. master degree holders or Master-level students can be appointed to assist faculty members with grading, tutorials, group discussions and research activities. They are not considered as faculty members, and therefore, can not vote or participate in the activities of academic councils and working committees. Workload should not be less than 10 hours per week. Compensation will depend on the nature and extent of the work.

1.2 TYPES OF APPOINTMENTS

A. Regular Tenure Track Appointments

A regular tenure track appointment is a probationary appointment leading to a consideration for indefinite tenure within a specified period of time. It applies to faculty members with terminal or doctorate degrees. A faculty member on probationary appointment

- a. is entitled to consideration for indefinite tenure
- b. is entitled to timely notice of termination in accordance with contractual agreement

A faculty member with indefinite tenure is entitled to retain that position until retirement in accordance with the Tenure & Promotion Regulations or until the appointment is terminated pursuant to the provisions of 2.11

A regular appointment must be held in an academic unit, and must be for one or more academic years.

B. Regular non-tenure track appointments

A regular non-tenure track appointment applies to those who do not possess a doctorate or a terminal degree but who possess a master or an equivalent degree. The faculty member is entitled:

- a. To be reviewed annually for probationary contract continuation
- b. To be promoted from lecturer to senior lecturer
- c. For timely notice of termination in accordance with contractual agreement

C. Term Appointment

A term appointment is for one semester, and date specific. The appointment terminates at the end of the semester without further notice to the appointee. No number of renewals of a term appointment creates a right to regular appointment or to a decision concerning tenure track and tenure. This appointment is appropriate for part-timers, visiting and adjunct faculty.

D. Special Appointments

KIMEP may designate special faculty appointments to those who possess unusual qualifications for teaching, research, academic administration and public service, but for whom none of the regular faculty rank is appropriate. Such appointment can be regular or term specific. Tenure consideration may be given to those who hold regular appointment and who satisfy the tenure criteria.

SECTION II: TENURE AND PROMOTION POLICY

PREAMBLE

The main aim of a tenure system is to establish a bond of integrity between the faculty and other constituencies of the Institute. It allows faculty members to fulfill their professional obligations and the Institute to fulfill its mission. The long term interest of the Institute is best served by attracting and retaining a competent and principled faculty. Tenure allows the building and maintenance of a community of learning marked by stability and trust.

A well designed tenure and promotion system has many purposes :

- It ensures job security and academic freedom of the faculty and assists the Institute in attracting and retaining faculty members of high quality. It protects faculty members in their activities such as teaching, research, publication and other scholarly presentations from pressures to alter their best professional judgment
- It strengthens institutional stability by enhancing faculty members' institutional loyalty, and ensures academic excellence by retaining and rewarding the most able faculty
- It constitutes a mutually advantageous arrangement between the Institute and the faculty member: the Institute engages to provide continuing employment to the faculty member, and the faculty member in turn engages to maintain competence in teaching, research and scholars

2.1 TENURE CONSIDERATION

The tenure regulations provide a comprehensive set of policies dealing with the relationship between the Institute and its faculty. The regulations classify the faculty as regular probationary, term, special appointments and tenured. They provide for annual performance reviews, as well as thorough reviews before the granting of tenure, on promotion in rank, and when the performance of a tenured faculty member is alleged to be substandard. They provide for the reassignment of faculty in case of the reorganization of the Institute or changes in its scholarly direction, and for disciplinary actions when a faculty member fails to meet prescribed standards of conduct.

To give KIMEP ample opportunity to evaluate the performance of the faculty members, regular probationary appointments shall be for an initial period of four years. A probationary appointment continues until it is superseded by an indefinite tenure or until by timely notice or by resignation. All incoming and existing faculty members from assistant to Professors ranks shall be considered as tenure candidates according to the tenure rules and regulations. Prior years of full time teaching services at KIMEP shall be considered towards tenure consideration. Years of service for part time teaching or any combination of part

time teaching, times spent for graduate or professional degrees and leaves of absence of any kind shall not be counted towards tenure.

All faculty members in the ranks of lecturers and senior lecturers shall be considered as non-tenure track candidates.

- 2.1.1 For tenure track appointment, KIMEP expects full academic preparation e.g. completion of doctorate or the appropriate terminal degree. The appropriate terminal degree, other than the doctorate, will be determined at the time of appointment by the dean in consultation with the department, vice president of academic affairs and the president.
- 2.1.2 Only in exceptional circumstances will an individual be considered for appointment to tenure without the doctorate or the terminal degree in his/her field.
- 2.1.3 Tenure will not be granted for administrative positions such as chairs, deans, vice presidents and the president.
- 2.1.4 Following steps will be followed leading to indefinite tenure consideration:
 - Regular four year tenure track Probationary Appointments for all faculty members holding terminal or doctorate degrees. First review will be held in the third year. Indefinite tenure consideration shall be held in the fourth year
 - Regular four year non-tenure track probationary appointment for non-terminal or non doctorate degree holders. After successful completion of this period, another **three year non-tenure tenure track probationary appointment** may be awarded to those faculty members who show unusual talent for teaching, scholarship, research and public service. Within the period of their services at KIMEP the faculty members shall be allowed to participate in the faculty development plan which will assist them in the preparation for tenure consideration.

2.2 PRE-TENURE OR “TENURE TRACK” PERIOD

- 2.2.1 In normal circumstances, a regular probationary appointee holding a doctorate or a terminal degree is a candidate for indefinite tenure. First three years shall be considered as the “ Tenure Track” period. Credit for prior teaching, research and other scholarly services at other institutions shall be determined by the Tenure and Promotion Committees at department and college levels. Leave of absence shall not be considered as service period towards tenure.
- 2.2.2 For non terminal or non doctorate degree holders, there is no fixed Pre-Tenure period. If and when a candidate demonstrates exceptional eligibility and satisfies tenure criteria and standards, that candidate may be considered for tenure track appointment.

2.3 PRE-TENURE REVIEW

The probationary appointment shall be reviewed annually by the department in which the appointment is held. Depending on the performance, a faculty member may either be given:

- a. a timely notice of termination
- b. or be allowed to continue with the employment.

During the third year, faculty members holding terminal or doctorate degrees shall be eligible for a pre-tenure review. A major purpose of this evaluation shall be to aid the candidate in identifying the strengths and weaknesses and in improving his/her performance as a faculty member. The criteria to be applied in this review shall be rigorous. The tenure-track faculty must demonstrate that he/she should be allowed to continue on toward tenure, otherwise an appropriate letter of termination in the fourth year or continuation of the contract on probationary basis shall be issued. The evaluation report shall be in writing and a copy given to the candidate.

2.4 FINAL REVIEW

If the Pre-tenure review shows satisfactory performance of a faculty member, the faculty member will be considered for an indefinite tenure in the fourth year. The criteria for evaluation and appointment shall be those stated in clauses 2.6 and 2.7. The procedures to be followed in applying these criteria shall be those stated in the article (8). The final approval authority is the President of KIMEP.

Because the tenure criteria is normally similar to those of the promotion criteria

- The grant of tenure to an assistant professor may be accompanied with promotion to the rank of associate professor.
- The grant of tenure to an associate professor may be accompanied by a promotion to the rank of full professor.
- A full professor shall have the indefinite tenure

2.5 EXCEPTIONAL CIRCUMSTANCES

Candidates who do not hold doctorate or terminal degrees are not automatic candidates for tenure consideration. Considerations shall be given to those who are known for their outstanding contributions in teaching, research and public services internationally. These candidates shall be evaluated by a distinguished panel of academics at department, college and KIMEP level.

For KIMEP Lecturers and Senior Lecturers:

- 2.5.1 Denial of tenure to this category of the faculty members shall not mean automatic termination of the employment contract.
- 2.5.2 In order to prepare them for tenure consideration in future, and upon the recommendation of the Tenure and Promotion Committees, faculty members in the rank of lecturer to senior lecturer may be allowed to join appropriate faculty development plan.
- 2.5.3 Pre-Tenure review shall be only held when the candidate shows remarkable achievement toward tenure consideration.
- 2.5.4 If the faculty member does not demonstrate progress towards tenure considerations, then a terminal letter of appointment shall be issued at the discretion of the department and college.
Since a terminal degree is not a tenure-requirement for these category of the faculty members, main considerations shall be given to the outstanding contributions of the faculty member in teaching, learning, research publications, curriculum and course development, advising and other services to KIMEP and the society as a whole.
- 2.5.5 Since tenured faculty members shall be those who hold ranks from associate to professor, tenure to these exceptional faculty members (without terminal degrees) shall be accompanied with a promotion to the rank above assistant professor.

2.6 TENURE PROCEDURES

There are four-step procedural chain for tenure assessment:

- Tenure and Promotion Committee at the department level
- Tenure and Promotion Committee at the College level
- Tenure and Promotion Committee at KIMEP level
- Final approval authority is the President of KIMEP

2.6.1 Composition of the Committees:

1. The departmental T & P Committee shall consist of the chair and faculty members holding academic ranks from assistant to full professors
2. College T & P Committee shall consist of the Dean, and one faculty from each department holding academic rank associate professor or above
3. KIMEP T & P Committee shall be appointed by the President of KIMEP. Chair of this Committee shall be nominated by the President. One faculty member from each College Council holding academic rank of a full professor.

2.6.2 Performance Review

Faculty members' performances shall be evaluated at three stages:

- A. Annual Review
- B. Pre-Tenure Review
- C. Final Review for Indefinite Tenure

A. Annual Review

The probationary appointment shall be reviewed annually by the department in which the appointment is held. The process should be initiated in the middle of January and must be completed by the end of February. The faculty member, members of the T & P Committee and the dean shall participate in the review. The faculty member must demonstrate that he/she should be allowed to continue toward tenure. If the faculty member fails to do this, then the T & P Committee shall recommend to the dean one of the following:

- a. that the faculty member's contract be terminated by the end of June giving a appropriate notice
- b. that the faculty member be allowed more time e.g. a decision will be taken in the second year of the service

In the event of a negative recommendation, the dean will make recommendation to the Vice President of Academic Affairs (VPAA) for further action. VPAA will consider the matter in the KIMEP T & P Committee, and make recommendation to the President of KIMEP.

If the report is positive, then the matter does not need to be forwarded to the VPAA.

Review Criteria

Each faculty member's performances will be evaluated according to the following criteria:

- teaching
- research
- academic administrative works
- committee works
- consulting works
- Contributions to KIMEP and to the Society at large

In considering whether a faculty member shall be allowed to continue with the probationary employment, account shall be taken of all materials submitted, the above criteria and the department's need with respect to teaching and research.

B. Pre-Tenure Review

This review will be initiated by a faculty member in the third year of the probationary employment at KIMEP not later than March. The faculty member must submit all necessary tenure-application and materials to the departmental T & P Committee not later than March 30.

The review will appraise the tenure candidate's progress towards ultimately receiving tenure. This should be a rigorous process conducted by the T & P Committee.

Review Criteria

The committee will evaluate the candidate based on the following criteria:

- Teaching activities
 - A good teaching portfolio which will include amongst other things, teaching philosophy & goals, courses taught, and student evaluation etc
- Research activities
 - Full details of the activities compiled in a well written research portfolio which must include list of publications (at least two in the last three years), authored book (s), book chapters, case studies, working papers, publications in progress, graduate thesis supervision etc
- Service activities
 - A well written service portfolio detailing candidate's services with in the department, college KIMEP and outside KIMEP
- Long-term commitment to KIMEP, as indicated in a short essay of one's goals and visions for KIMEP

Documents to be Submitted

The Chair will ask the faculty member to provide to the committee the following material:

- A letter to the T & P Committee
- an updated curriculum vitae
- Previous annual reports
- Student evaluation summary reports
- evidence of research and other scholarly work
- summary and evidence of services
- names of at least two referees who are familiar with faculty member's work at KIMEP or at institutions external to KIMEP

A report advising the tenure candidate on where his/her strengths and weaknesses lie will be created. In this report, the tenure candidate will be informed of what improvements must be made if the candidate is to proceed towards indefinite tenure consideration in the fourth year. The report will be received by the dean and the vice president of academic affairs (VPAA).

The dean will consider the report in the college level T & P Committee. The dean shall recommend to the VPAA one of the following:

- a. that the candidate has made satisfactory progress and will be considered for indefinite tenure in the fourth year
- b. that the candidate has not made significant progress towards tenure fulfillment but should be allowed to continue with the contract with a terminal letter of appointment for the fourth year.
- c. That the contract should be terminated by June giving appropriate notice

In the event of (b) and (c), the VPAA will raise the matter in the KIMEP T & P Committee for a final recommendation to the President of KIMEP. In the event of (a), the VPAA does not need to refer the matter to the KIMEP T & P Committee.

C. Final Review for Indefinite Tenure

Tenure will not be awarded by default. It is the responsibility of the tenure candidate to demonstrate conclusively why he/she should be given tenure at KIMEP. If the candidate fails to do so during the review, tenure will be denied and a terminal letter of appointment will be issued for the succeeding year.

Final review of the tenure candidate must take place no later than January of the fourth year of services at KIMEP. To initiate this process, the faculty member must again submit all necessary tenure-application materials to the departmental T & P Committee.

Review Criteria

The Final Review criteria should be quite rigorous, although flexible. It will include the following:

- A teaching portfolio that will include the following:
 - Stated teaching goals, methods and philosophy
 - Teaching Experience with list of courses taught at KIMEP and at other institutions
 - Evidence of teaching-related activities, i.e.
 - Course and instructional materials (List of examples of quality course manuals, outlines, projects, assignments, published textbooks or other instructor materials)
 - Teaching Development (participation in conferences, seminars and list of papers presented)
 - Teaching Consultancies (Teaching consultancies in outside institutions and agencies or requests for demonstrations of effective teaching methods.)
 - Course, curriculum or departmental development (Teaching methods and contribution to the improvement of teaching in the Department)
 - Assessment from peers
 - Student evaluation summary reports for the previous five semesters
 - List of received teaching awards, scholarships, etc
- A research portfolio that will include the following:
 - Research area and the field
 - Local and international collaboration if any
 - A summary of research plans and methodology
 - Evidence of research publications in journals of international repute for terminal degree holders in the last three years while at KIMEP
 - at least three publications for tenure with a promotion from assistant to associate professor
 - at least four publications for tenure with a promotion from associate to professor
 - List of previous publications (before joining KIMEP)
 - List of unpublished research works including case studies and working papers
 - List of research work in progress
 - Evidence of funded research/consultancy projects, if any
 - Evidence of conference participation and presentations
 - Evidence of graduate thesis supervision, if any
 - Copy of the Ph.D or Terminal degree dissertation
 - Award by professional bodies for outstanding research, if any
 - Research leadership, as evidenced by team achievements
 - Any other clear evidence of exceptional contributions to human knowledge
- A service portfolio that should include the following two components:
 - Within KIMEP:
 - Participation in committees
 - Participation in academic policy development at department, college or KIMEP level
 - Participation in course and curriculum development
 - Participation in student advising
 - Participation in academic administration such as coordinator, program director, chair and dean
 - Demonstrated ability to encourage and foster the collegiate environment
 - Contributions to activities such as sports, drama, debate and others
 - Outside KIMEP
 - Membership in professional organizations
 - Participation in or contributions to public lectures, seminars and workshops

- Establishing educational alliance with other educational organizations
- Services to the governing bodies of other organizations
- Providing educational consultancy services to govt & non-govt organizations
- Demonstrated evidence of the involvement in community affairs
- Demonstrated evidence of the involvement with charitable organizations
- Others

2.7 FINAL REVIEW PROCEDURE & RECOMMENDATIONS

2.7.1 T & P Committee at the departmental level:

The chair will ask the candidates to provide to the committee the following documents:

- A letter to the Committee justifying tenure consideration at this stage
- Curriculum Vita that will include teaching, research and service portfolios
- Pre-Tenure reports
- Student evaluation summary reports in the last six semesters
- A bibliography of published articles
 - refereed publications
 - non-refereed publications
 - samples of the above
- A bibliography of published book (s) including reviews
- Evidence of any other scholarly activities
- All current course syllabi
- A five year plan for teaching, research and other professional development activities
- A statement of how the candidate supports the goals and mission of KIMEP

The Final Review will be first conducted by the Departmental T & P Committee within one week of the submission of the application materials. None of the members may have a personal relationship with the faculty member being evaluated, such as spouse, sharing living quarters, godparent to one's child, etc. Normal personal relationships are inevitable. Likewise, if any member has a similarly negative bias towards the tenure candidate, he or she should excuse him/herself from this subcommittee.

The committee will require a complete dossier consisting of all tenure application materials. If the candidate fails to provide relevant information to the committee, the tenure application shall be denied.

The committee shall prepare a written report documenting the evaluation. The report together with the application materials will be delivered to the Dean of his/her College within the next week.

2.7.2 T & P Committee at College level

2.7.3 KIMEP T & P Committee

The KIMEP T & P Committee will ensure that Tenure standard and criteria have been applied in the evaluation, that the application has all the relevant required documents with proper evidence, that the candidate has been given a fair chance to present his/her case and that the quality and integrity of the system have been maintained. This committee will review the recommendations of the College T & P Committee. In doing so, the committee may meet with the candidate, chair and the dean. The committee may, if need be, ask for additional documents and clarifications.

This committee shall:

- Make recommendation to the Vice President of Academic Affairs (VPAA)
- Submit all relevant material to the VPAA

2.7.4 The Responsibilities of the VPAA

- The VPAA ensures that the Tenure & Promotion Committees have followed proper evaluation criteria and procedures required by the Institute, and that the candidate has been given a fair chance to present his/her case. The VPAA's job is not to reassess the merits of an applicant's tenure application.
- If satisfied with the procedures, criteria and standards maintained, the VPAA will submit all relevant materials and T & P committee recommendations to the President
- If not satisfied that the adequate procedure has been followed, the VPAA may send the matter back for reconsideration by the KIMEP T & P Committee. If the VPAA receives recommendations contrary to those of the College T & P Committee, the VPAA shall meet with the faculty member, the dean and the KIMEP T & P committee members to see if the differences of opinion can be reconciled. In any event, the recommendations of the T & P committees at all levels shall be forwarded to the President.

- The VPAA will convey the decision of the President in writing to the Dean and Chair person of the KIMEP T & P Committee

2.7.5 The Responsibilities of the President

- The President will consider the matter in the light of recommendations received from all three levels. The President may consult with the dean and the VPAA on individual cases, and make the final decision regarding the granting or denial of tenure.
- If the President is not satisfied with any of the recommendations, the President will send the matter to the VPAA for further reconsideration. At this stage, the VPAA will confer with the dean to address the points raised by the President before putting the matter before KIMEP T & P Committee once again. The Committee will consider president's views and concerns and send a written report to the VPAA. The VPAA shall forward the report to the President for reconsideration. At this stage, the decision of the President shall be final.
- The President shall sign a letter to the candidate conveying the decision
- The President shall inform the VPAA of his/her decision

2.8 THE APPEAL

The decision of the President will be communicated to the candidate in writing. In case of an adverse decision, the faculty member shall have the right to launch an appeal to the President within the 30 days of receipt of notification. Within one week of receiving the appeal-letter, The President may appoint an appeal committee involving senior faculty members from all colleges, members of the Executive Committee, or involving any other member of the administration as deemed fit. These members must not be members of the original T & P Committees. This committee will meet within one week of President's notification. The committee will be entitled to examine all recommendations including the decision of the President, and all documents submitted to T & P committees by the concerned faculty member. In addition, the committee may ask the concerned faculty, chair, dean and VPAA to present their cases before the committee.

The appeal committee shall make recommendation to the President directly. The President shall review the recommendations, may consult with the VPAA and members of the Executive Committee. At this stage, the decision of the President shall be considered as final and binding on all parties.

2.9 POST-TENURE REVIEW

KIMEP provides for a post-tenure review of its faculty to encourage, to reward, and to support the continuous development of tenured members of the faculty. Through the process of peer review, KIMEP can once again identify faculty members who merit special recognition or need special assistance. Two levels of regular, developmental review are required of all tenured faculty.

- A substantive review three years after the award of tenure. Other reviews, such as those undertaken for regular salary or merit-pay adjustments, may contribute to the third-year review, but may not substitute for it.
- A major review in the sixth year after being promoted or receiving tenure.

2.9.1. Procedures

Faculty members' performances shall be evaluated at two stages:

- A.** The Third-Year Substantive Review
- B.** The Sixth-Year Major Review

A. The Third-Year Substantive Review

Each individual faculty member and the appropriate dean, departmental chair and program head shall conduct this review jointly. The faculty member shall submit a current Curriculum Vita including a bibliography of research and a summary statement of activities and accomplishments in the areas of research, teaching and service covering the previous three years, by a specified date in the review year.

The chair then prepares a brief statement evaluating the performance of the faculty member. This statement shall be given to the faculty member and signed by the faculty member to indicate that he or she has read it. The faculty member may submit a written response to the statement within thirty days. A copy of the statement and any response by the faculty member shall be filed in the faculty member's personnel file no later than June 15th of the review year.

B. The Sixth-Year Major Review

This major review should occur during the sixth-year following the last promotion in rank and receipt of tenure. The review should occur during the winter and spring terms. The faculty member to be reviewed will be notified of such by the appropriate dean, department, or program head no later than fall of the review year. The appropriate dean, chair of the department and program head shall conduct this review jointly.

The department head reviews all relevant information and prepares a summary sixth-year major report. This report shall be given to the faculty member and signed by the faculty member to indicate that he or she has read it. The faculty member may submit a written response to these reports within thirty days. A copy of the report and any response by the faculty member shall be filed in the faculty member's personnel file and a copy sent to the dean no later than June 15th of the review year.

Criteria used in post-tenure review include:

- 1) Maintenance of high quality of teaching.
- 2) Continuing professional growth, scholarly activities, creative and artistic achievement.
- 3) Exercise of leadership in academic and administrative service.
- 4) Service and activities on behalf of the larger community.
- 5) Additional criteria may be established by individual departments.

The reviewing committee shall ask the tenured faculty to provide with the following documents:

- 1) Statement of scholarly, scientific, professional or artistic accomplishments;
- 2) Goals and plans;
- 3) Curriculum Vita with research bibliography;
- 4) Accumulated annual faculty evaluation reports;
- 5) The faculty member's responses, if any.

The following additional information may be requested:

- 1) A statement from the department head, dean or VPAA summarizing the past duties and responsibilities of the faculty member, including pertinent information concerning the conditions of appointment;
- 2) Student evaluations and other materials relating to the quality of teaching or administration;
- 3) In appropriate instances, letters of evaluation from individuals both on and off campus, with particular attention to evaluations by persons specially qualified to judge the contributions of the faculty member over the period of review;
- 4) Supportive documents such as copies of publications, manuscripts, or reviews of performance;
- 5) Other evaluation statements.

2.10 USE OF POST TENURE REVIEWS

KIMEP will use the post tenure review reports for three main purposes:

- Recognition of excellence.
- Termination or Suspension of the Tenure
- Demotion in Rank

An unusually strong evaluation should result in an appropriate recommendation for a salary increase, which can be awarded when merit-based salary increases are made. Other faculty rewards should be considered by the post-tenure review committee for recommendation to the Dean or Department Head. For example, excellent faculty members may be given a sabbatical semester (when the core faculty is of sufficient size); superb faculty may receive a teaching award, which may or may not have a merit bonus attached to it; and so on.

Failure to maintain the quality of teaching, research and other services as expected of tenured faculty members may result in either of termination of the tenure, suspension of the tenure or demotion in rank.

2.11 TERMINATION OF A TENURED APPOINTMENT

A tenure appointment may be terminated or suspended under extreme circumstances involving one or more of the following causes:

- For reasons of visa or work permit denial by the Government of the Republic of Kazakhstan
- For reasons of financial exigency involving great risk to the continued existence of the Institute
- Because of the discontinuation of department and academic program to which the faculty member belong for reasons other than financial exigency
- In cases involving alleged and proven mental or physical incapacity
- In cases involving alleged professional incompetence and neglect of duty
- In cases involving personal or professional misconduct including sexual harassment of such a nature as to indicate that the individual is unfit to serve as a member of the faculty

KIMEP recognizes that any such action is of an extreme character, and it will resort thereto only in cases of demonstrable evidence and need after consultation at departmental, college and executive levels. In each case, adequate reasons shall be given to the faculty in writing. A faculty shall be entitled to file an appeal against any reason other than the visa/work permit denial by the Government of Kazakhstan.

2.11.1 Financial Exigency

Financial exigency is defined as a significant decline in the financial resources of the Institute that is brought about by the decline in student enrolment or by other action or events that compel a reduction in the institution's current operations budget. Such determination shall be made by the President after consultation with the Board of Directors or KIMEP Council.

2.11.2 Discontinuation of a Department and Academic Program

This shall be determined by the President after appropriate consultations with the VPAA, dean and other KIMEP Committees and with the approval of the KIMEP Council.

2.11.3 Mental or Physical Incapacity

In cases involving alleged mental or physical incapacity, any decision to terminate a tenure appointment shall be based on clear and convincing medical evidence submitted to the Vice President of Academic Affairs. The VPAA will forward the matter to the President. If there is objection on the part of the faculty member concerned, the President will appoint a grievance committee which will review the case including professional medical assessment. This committee will make final recommendation to the President.

2.11.4 Professional Incompetence and Neglect of Duty

These charges can be made primarily by the department and students. Such charges shall be submitted in writing to the dean. The dean will determine whether a prima facie case exists. In making this determination, the dean will seek advice of the VPAA and members of the departmental and college T & P Committees. If the charges appear sufficiently serious, the dean will refer the matter to the VPAA. The VPAA will review the case and make appropriate recommendation to the President. The President will review the recommendation in the Executive Committee, and a final decision will be taken.

2.11.5 Personal and Professional Misconduct Including Sexual Harassment

These charges can be brought by the department, other faculty members, students or by any employee of the institution. The matter will be reported to the dean in writing. The dean will discuss the matter with the faculty and the departmental chair. Convinced that a case exists, the dean will forward the matter to the Vice President of Academic Affairs. The VPAA will confer with the President. The VPAA will then forward the matter to the Dean of Student Affairs and Provost Marshall. The Provost Marshall shall review the case, discuss the matter with concerned parties and make recommendation to the KIMEP Professional conduct committee. This committee will investigate the case and make recommendation to the Provost Marshall. After reviewing the recommendation, the Provost Marshall shall send his/her report to the President together with all relevant documents. The President reviews the case and forward the matter to the Executive Committee which will deliver the final decision.

SECTION III : WORKLOAD OF THE FACULTY

PREAMBLE

Normal working hours at KIMEP is eight hours a day (9 a.m. to 6 p.m.), Monday to Friday e.g. 40 hours a week. One hour is designated for lunch. However, this strict time frame cannot be applied to the teaching faculty. It is recognized universally that in the teaching profession, classes and research activities can be conducted in the evening and weekends and that faculty can work in their offices during any time they wish. Thus, a weekly workload cannot be broken into precise hours. However, a faculty member is required to maintain working hours on average, and is required to be on campus every day of the working week unless authorized by the Chair.

In general, workload can be distributed amongst six main activities:

- Teaching
- Research
- Committee works and academic administration
- Student advising
- Course & Curriculum development
- Consultancy works

Teaching and research should be the central activities of a faculty member. Thus, higher percentages of the load must be allocated to these two activities. Research activities are guided by the principles established in the "Research Policy" and "Research Action Plan". These two documents are to be considered as the integral part of the FCP as far as research activities are concerned.

3.1. TEACHING LOAD AND OVERTIME POLICY

This includes actual teaching in the classroom, preparation and grading, and should form the core of each faculty member's workload. 12 hours of actual teaching per week in the class room is required of each faculty member not involved actively in research and/or studying at higher degree programs. This must involve teaching of two to three different courses with additional sections as needed. For those involved in research and/or studying at higher degree programs, the actual teaching hours can be reduced to nine hours a week involving a minimum of two different courses.

There is no over time financial-compensation policy for those who are required to teach more than 12 hours/per week in a semester. Rather, the overtime is compensated by giving the concerned faculty less load in the next semester or by averaging the teaching load over a period of time. In addition, such faculty members should be given less administrative or committee works.

Time spent for preparation and grading etc is implied in teaching, and it varies considerably between teachers and courses which cannot be monitored in any meaningful terms.

3.2. TEACHING LOAD FOR DEANS, CHAIRS, PROGRAM DIRECTORS

Deans : 3 to 6 hours per week (one course or one course with an additional section).

Chairs : 6 hours per week (two different courses)

Program Directors : 9 hours per week (two courses with an additional section)

Course Coordinators: normal teaching load of 12 hours week. However, efforts should be made as not to engage them in other administrative or committee activities.

3.3. CROSS-TEACHING

A cross- teaching assignment reflects the active involvement of a faculty member in the teaching and research in more than one department. Cross-teaching assignments or appointments are usually made to maximize the use of human resources to the best benefit of an institution. A faculty member can be asked to teach courses in his/her field of specialization offered by another department. Such assignment must be viewed as a part of faculty's obligations to KIMEP within the 40 hour per week workload frame without extra financial compensations.

For such assignments, following procedures will be followed:

- a formal request from the chair of the requesting (secondary) department must be made to the chair of the principal department
- chair of the principal department will discuss and obtain approval of the concerned dean
- Offices of the Vice President, Academic Affairs and Human Resources will be notified by the Chair of the principal department in writing.

3.4. RESEARCH

Research activities, both academic and industrial, is an integral part of all academic activities at KIMEP. This activity keeps faculty in the forefront of the knowledge which is vital in the academic and professional development of an academic institute. Research is required of all teaching faculty for tenure, promotion and contract renewals. General guidelines for conducting research and consultancy works have been established in the documents known as “ Research Policy” and “Research Action Plan”. The “Research Policy” which was approved by the Board of Trustees in the month of April 2003, and “ Research Action Plan” which was approved by the Chair of the KIMEP Executive Committee, shall be considered as integral parts of the Faculty Code of Practice.

Research can be conducted on individual or team-work basis, and may be initiated in collaboration with local and international organizations. Research can also be carried out on a contractual basis with industries, companies, academic and non-academic institutions. Evidence of research is demonstrated through publications, working papers and conference presentations. Publications and other form of research activities will be considered for contract renewals, tenure and promotion. Details are given in sections to follow.

3.4.1 Teaching Load Reduction for Unfunded Academic Research

Faculty members may get up to 3 hours teaching load reduction per semester for non-funded academic research work.

The faculty member requesting such load reduction should submit a research proposal (few pages, showing that they have done some preliminary thinking, literature survey and have a well-defined problem) and certify that the research is not funded by any external source. Minor funding for research expenses (data, half time research assistants, etc. of up to a few hundred dollars) may be provided by KIMEP subject to availability of funds. The application will be evaluated by the Department Research Committee and forwarded to Department Chair and Dean of Research for approval.

Such research should lead to a publication, or at least to a KIMEP working paper, within a year. If no such things materialize, teaching load reduction will be reversed, and faculty members will be required to teach additional courses in any semester (including summer). Also, where several faculty members jointly write a research paper, the teaching load reduction may be shared between them unless otherwise recommended by the Dean of Research.

To be accepted as a KIMEP Working Paper, the research paper must be presented as a department seminar and be evaluated and approved by the Department Research Committee (by the College research committee, in the case of the Bang College of Business). The Dean of Research will monitor this process and give the final approval.

In view of the fact that the Deans have a heavy load of administrative duties but are also likely to be senior researchers capable of doing quality research and leading teams of researchers, they will also be eligible for teaching load reduction (in addition to that for administrative duties) when undertaking research in accordance with above guidelines.

3.4.2 Policy Regarding Funded Research Projects and Consultancies

KIMEP welcomes and appreciates that its faculty members are involved in funded research projects or consultancy activities. The faculty members may directly contact various national and international agencies, research organizations and corporation for exploring the possibilities of undertaking consulting/research for them. The research centre will provide all kind of assistance to facilitate this process. However, in order to maintain quality and integrity of KIMEP, faculty members with limited or no prior experience of getting funded research are advised to consult with the Dean of Research before submitting their proposal to the funding agency. Others should at least inform the research center and have the proposal budget approved by the research center before submitting it to the funding agency. Once the research proposal is approved

by the funding agency, the Research Centre will enter into contractual agreement with the funding agency on behalf of KIMEP. The consultant will then enter into a separate contractual agreement with KIMEP that will clearly specify the compensation for the consultant and the overhead for KIMEP.

Consultancy Overhead Rules

KIMEP will require 15% overhead on all costs, including consultancy fee and the other research expenses if no reduction in teaching load is asked for by the consulting faculty. All research proposals should include the overhead in their budget submissions.

In case the consulting faculty asks for a reduction in teaching load by 3 hours per week, 20% of the consulting fee of the faculty will be deducted in addition to 15% overhead. The duration of the teaching load reduction, whether for 1 semester or longer, will be decided by the Dean of Research depending on the nature of the project.

For any faculty requesting more than 3 hours of teaching load reduction per week in any semester, 25% of the gross salary of that semester will be deducted for each 3 hrs/week of teaching load reduction as compensation to KIMEP. Exceptions to this rule may be granted at the simultaneous recommendation of Academic Deans, Dean of Research and the VP AA.

Consulting faculty should budget various research expenses such as money for travel, research assistants, interns, books, data, software, computer, long-distance phone/fax use, etc as this will not be a part of the overhead. Furthermore, the research materials bought from consultancy or project money will belong to KIMEP after the consultancy/project is completed. This will help to improve research infrastructure at KIMEP over time.

3.4.3 Weekly Seminars and Working Papers: Department Research Committees

Each department will form a Department Research Committee. The Department Research Committee will be tasked with the coordination and facilitation of faculty research activities within the department through the organization of weekly department seminars and managing the refereeing, evaluation process for publication of Working papers. It should normally consist of faculty members who are active researchers. There should be two or more members with the following tasks distributed among them:

- a. **Seminar Coordinator:** One member from the Research Committee should be appointed as the department's Seminar Coordinator. The Department Seminar Coordinator shall co-ordinate the presentation of seminars by faculty members (and students). All those wanting to present seminars will approach the coordinator for scheduling their presentation. The coordinator should actively enlist presentations of seminars by various faculty (and students) in advance.
- b. **Working Paper Coordinator:** Another member of the research committee would co-ordinate the refereeing process for acceptance of faculty original research papers as KIMEP Working Paper.

Note 1: Wherever a judgment is required, such as in the evaluation of (conflicting) referee reports for a working paper or in the selection of software, books, etc., to be recommend for purchase, all members of the research committee shall vote on the issue, with the person in charge of the specific task having the final say in case of a tie within the committee.

3.4.4 KIMEP Working Paper Series

Papers presented in departmental seminars at KIMEP and based on original research can be brought out as KIMEP working papers. The working papers will be produced and circulated to appropriate government departments, corporations, various universities, research organizations and important individuals at KIMEP expense. The working papers will receive weight in annual evaluation of faculty members (more than a seminar presentation but less than a journal publication).

The procedure for acceptance as a KIMEP working paper is designed to maintain certain quality control as well as to help the concerned faculty to improve their paper on the way to journal submission. It will be as follows: The paper should be submitted to the department research committee and also presented as a department seminar. The research committee should get the paper reviewed by two anonymous referees (normally, from the same Department) who are knowledgeable about the subject of the paper. The referees are expected to attend the seminar (anonymously) and give feedback on the paper within two to three weeks.

The feedback sheet should have an indication of the scope of required adjustments:

- **"No Revision Required":** the paper is recommended for publication as a Working Paper in its present form.
- **"Minor Revision Required":** the paper is recommended for publication as a Working Paper after minor revisions as per the feedback sheet. In this case the author should undertake the suggested revisions and write a note to research committee indicating briefly what changes he has made in response to the referee feedback. The committee then can accept it for publication as a Working Paper (the paper does not go back to referees for further evaluation).
- **"Major Revision Required":** If the referees suggest major revision of the paper, the author should make changes to the paper as per feedback sheet and re-submit the working paper to the Research Committee, who would forward the revised paper to the referees for their final review and opinion on acceptability of the paper for publication as working paper.
- **"Not recommended for publication/ further development of research paper or skills required":** the author is encouraged to elaborate more on the paper topic, learn new research skills as per feedback sheet and implement them in the next seminar presentation.

The Dean of Research will monitor and control the above procedure and give the final approval for the publication.

3.4.5 Incentives: Linking Research Outputs to Tenure and Promotions

While considering promotion, tenure and other rewards, quality of research work and journals in which the works are published will have significant bearing rather than the mechanical numbers. While minimum number of publications as described in the faculty code of practice will be taken into account for promotion purpose, exception can be made at the simultaneous recommendations of the Department, College and the Dean of Research.

Research output will be evaluated yearly. Faculty will be required to earn a minimum number of research points per year in order to be tenured, promoted or to have their contracts renewed. The cut-off point will be decided by the KIMEP tenure and promotion committee chaired by the Vice President of Academic Affairs. The following table provides an indication of the relative weights that different research activities are to attract.

Research Activity or Output	Credit Range	Credit Points Awarded
Journal Article	1-8	1-3 for national and non-refereed international journals 3-6 for refereed journals of international repute 7-8 for top journals of international repute in the field
Authored Book, Published by internationally reputed publisher	6-15	
Edited Book, published by internationally reputed publisher	3-8	Text book: 3- 4 Research book: 4-8
Book Chapter, In a book published internationally reputed publisher	2-4	
Conference Proceedings paper	1-3	
Business Case Studies	2-8	2-4 for case studies published as KIMEP series/ national publication 3-8 for case studies published internationally
KIMEP working paper Funded Consulting/Research Project	1-2 2-3	Depends on quality and length
Newspaper Article, Editorial, or Magazine Article,	0.5-1	0.5 for local publisher 1 for International publisher
	0.5 - 2	
Seminar Presentation in KIMEP	0.5 -1	1 if based on original research 0.5 otherwise

Note: The higher credit for improved level of achievement of the *same research* will *replace rather than add* to the lower credit. Thus if a seminar presentation gets 1 point and the same paper is later accepted as a working paper with 2 points, the total credit will be 2 and not 3. If this paper is later published as a journal article and receives 4 points, then the total credit for seminar plus working paper plus journal article will be 4 and not 7.

3.4.6 Conference Attendance Policy

Faculty members are encouraged to participate in international conferences, workshops and seminar. Such participation can be of two types:

- a. Invitation to attend a conference without a paper
- b. Invitation to attend a conference to present a paper

In either case, a faculty member would need to take formal permission of the chair, the dean, and finally of the Vice President of Academic Affairs before commencing the trip. In the case of (b), a faculty member can apply to the Dean of Research for financial assistance from KIMEP to support the trip. The Dean may approve or disapprove depending on the budget available.

A full report of the conference participation must be provided to the Chair of the Department upon the faculty member's return to KIMEP.

3.5. COMMITTEE WORKS AND GENERAL ACADEMIC ADMINISTRATION

Faculty members will be required to take part in academic activities other than teaching and research through committee and academic administrative works as assigned to them by the Departmental Chairs or Councils. Time allocated for these kind of activities varies depending on the nature of the work and must be considered within the overall workload of a faculty member.

3.6. STUDENT ADVISING

An affective student advising system is a pre-requisite to the credit-based education at KIMEP. An individual faculty member will be required to advise a group of students who will remain with him/her till they graduate. Time spent for such advising will again depend on the number of students assigned, and must be considered within the overall workload of a faculty. Instructor's are required to post the schedule on the office door clearly indicating advising, research and teaching hours.

As a guide, advising should involve the following:

- a general discussion with student about his/her career plan : career-path counseling

- Registration procedures
- Academic Rules & Regulations of KIMEP
- semester by semester course requirements & academic progress
- Examination Rules & Regulations
- Graduation requirements
- Academic & non-academic disciplinary measures of KIMEP
- Extracurricular activities
- Personal problems: counseling and guidance
- any other matter related to student's life at KIMEP

Academic advising is an ongoing process which requires advisor-student interaction through out the student's education at KIMEP. Following are the essential steps that will be followed to implement the system:

- Each department (Chair) appoints a faculty member as an advisor to a group of students. All faculty members must serve as academic advisors. An assigned faculty member remains with a group of students throughout the student's education until graduation
- Advising will be a combination of specific sessions with the students and on-line advising
- There will be a two-step process for registration: (1) selection of proposed courses by students, (2) advisor's approval of the selection, followed by paper based or electronic release of the students to registration
- New students will be informed of the advising in advance in the month of July through " University Life" course, and then in the month of August through the orientation program

3.6.1 Guidelines for Faculty Advisors

All faculty members must serve as academic advisors. Faculty advisors are themselves responsible to know graduation course requirements for the degree programs which they are advising. Similarly, faculty advisors are themselves responsible to know course descriptions, course prerequisite requirements, and similar such information.

The primary issue is the availability of faculty to students when necessary. Advisors must be available in their offices during the *entire* open registration period. Therefore, faculty must be on campus for the fall semester beginning August 15, and remain available to students in their offices until the end of registration. For spring semester registration, a faculty member must be on campus from January 5. The faculty advisor must have a posted schedule which clearly indicates his availability, and the faculty advisor must strictly adhere to the schedule which is posted on advisor's office door.

3.7. COURSE & CURRICULUM DEVELOPMENT

Academic planning and development activities are important and integral part of overall workload of a teaching faculty. These works will be initiated and completed through working committees appointed by departments/councils. A faculty member can claim credit for such activities while applying for promotion, contract renewals and tenure.

3.8. CONSULTANCY WORK

KIMEP has developed a firm policy to get its faculty members engaged in this kind of activity. Policy and procedures are enunciated in the clause 3.22

3.9. EXTERNAL ACTIVITIES

Faculty members wishing to get involved or initiate gainful activities (other than research-consultancy work as mentioned in clause 3.5) with other organizations/institutions must obtain permission of the Chair, Dean and Vice President of Academic Affairs. KIMEP may allow such activities provided a certain percentage (to be agreed by the parties) of the earnings is paid to KIMEP.

3.10. PROCTORING

Each faculty is required to proctor examinations including his/her own examinations within the frame work of the overall workload. There is no maximum or minimum number of Proctoring. Proctoring assignments are determined by the departments. Week end proctoring including entrance examination proctoring should be viewed as part of faculty member's over all obligations to KIMEP without any over time remuneration.

Proctoring should be carefully planned by a department or by the instructor in order to maintain integrity of the examinations. There should be at least one proctor for every thirty students.

3.11. CONTINUOUS ASSESSMENT FOR STUDENTS

A Student's academic performance and progress should not only be judged by major tests or examinations, rather his/her progress must be continually monitored through a series of quizzes, assignments, monthly tests and final examinations etc. A unified policy regarding allocating weights to each of these must be devised and adopted by each College Council.

3.12. GRADE SUBMISSION PROCEDURES AND GRADE APPEAL

It is the responsibility of each faculty member to submit student's grades at the completion of the course. Grades of a course together with the course management form must be submitted by the instructor to the chair of the department within the 72 hours of the completion of the examination. Grade sheets/format provided by the Registrar's Office (Excel format) must be used for this purpose. The Chair will sign the grade sheet and forward it to the Registrar within the next 24 hours. In the event of a difference of opinion, the chair will review the grades with the instructor. Instructor's decision is final. No grades are to be changed without the formal approval of the instructor.

Faculty members are allowed to change grades only if they have erred in compiling the final grade and the original grade submitted was incorrect. Grade changes are acceptable only if the notification is made by using " Grade Change Form" within 2 weeks of the date the original grade was submitted. Appropriate reason(s) must be given for the change. This form must be signed by instructors and the chair. The form will be then sent to the Dean for final approval.

Students disputing a grade may contact the instructor directly or the chair of the department. The chair will assist the students in contacting the faculty member to discuss the grade dispute. The faculty member's decision is final.

3.13. CLASS AND FINAL EXAM SCHEDULES

It is the responsibility of each department to plan and devise the class and examination schedules for each semester. Each department is to appoint a committee to do this job. In order to minimize inter departmental and inter college conflicts, this work must be coordinated through the offices of College Deans, Registrar and Dean of Student of Affairs. Following procedures shall be followed:

1. Class and Final Examination Schedules must be completed and handed over to the College Dean at least two weeks prior to the registration, and final exam commencement, respectively.
2. Each document must be duly signed by the concerned Chair and dean
3. After the acceptance by the Registrar, each faculty (advisor) must have a copy of the schedule (hard copy or electronic) at least one week prior to the registration date
4. No changes are to be accepted by the Registrar without formal written approval of the concerned dean. Deans must try not to introduce any changes in the last week of the Registration.
5. Registrar is not to introduce any change coming directly from a faculty member. All such requests must be sent to the concerned dean.
6. In case of a conflict of timing at KIMEP level, the Dean of Student Affairs shall meet with the Deans and Vice President of Academic Affairs to resolve the issue.

SECTION IV: ACADEMIC PROCESSES

PREAMBLE

All degree-offering academic programs are grouped and classified within the administrative structure of a department. Each department is headed by a chair.

Departments are grouped within the administrative structure of a college. Colleges form the larger structure of the University, e.g. KIMEP. Each college is headed by a dean.

Faculty members belong to a department, and they report to the Chair. A Chair reports to the Dean. Deans report to the Vice President of Academic Affairs.

4.1 POLICY-MAKING BODIES

Academic policies are planned, developed and approved at three different levels:

- Departmental Council
- College Council
- KIMEP Council

Execution of these policies takes place through three different levels:

- Dean's administrative committee
- Vice President of Academic Affairs' administrative committee
- President's cabinet/ KIMEP Executive Committee

4.1.1 Departmental Council

This is the collective debating and decision making body at the departmental level. All full time faculty members are the members of this council. It is headed by the Chair. This council discusses, debates and approves all academic and non-academic matters affecting the department. In particular, the Council deals with such matters as:

- Academic programs and curriculum
- Quality assurance
- Admission of students to the programs

- Graduation requirements of the students
- Faculty workload
- Faculty planning, hiring, promotion and dismissals
- Outcome and effectiveness of programs
- Faculty research
- Material resources
- Departmental budget
- Marketing and promotion strategies
- Class schedules
- Self Assessment

The Council will appoint working committees as it deems fit. The Committees report to the Chair of the Council. Where a consensus is needed, the Chair will report the work of the committees to the Council. Otherwise, the Chair makes the administrative decision.

4.1.2 College Council

Policy and Decision making body at the college level is called “College Council”. It is chaired by the dean. This Council plans, develops and approves policies, rules and regulations that govern academic activities of all academic departments within the College. The departmental council makes recommendations to this council on issues that transcend the provenance of the departmental council itself.

The College council will determine the common and general requirements of an academic program called “ College Requirements”.

Composition

Dean, Chair of the Council
 Chairs of the departments
 One elected faculty member from each department
 One elected student from undergraduate and graduate programs each.

Standing/Working Committees

The Council will form standing, working or ad-hoc committees to deal with matters that it deems fit. These committees are responsible to the Council. These committees are to be formed in the first meeting of the Council with full participation of all members. Each Committee will then meet separately to elect Chair of the Committee, and devise the terms of reference.

Suggested Committees:

- Academic Planning and Curriculum Committee
- Tenure & Promotion Committee
- Quality Assurance Committee
- Budget & Resources Committee
- Academic Discipline Committee
- Admission Committee
- any other committee to be decided by the Council

4.1.3 KIMEP Council

The KIMEP Council is University Senate. It is the supreme debating and policy making body of KIMEP. All policies governing the activities of academic, non-academic and administrative affairs of KIMEP will be formulated and approved by this Council. Memberships will be derived from both academic, non-academic and administrative staff. The Council will have a number of standing committees which will primarily concern themselves with matters of policy developments, and with any other matters as determined by the President who shall be the Chair of this Council.

Academic resolutions and policy matters passed by the College Councils which involves major decisions such as introduction of new academic programs, new academic departments/units, major modifications of curriculum and faculty code of practice, modifications of study policies & procedures, academic resources & budget, academic and non-academic disciplinary matters etc will be submitted to this Council for final approval.

Resolutions of the Council shall be valid and final after approval by the President of KIMEP.

Composition

President of KIMEP, Chair of the Council
 Vice President of Academic Affairs
 Vice President of Administration
 Vice President of External Relations, Govt. and Non-Govt. Affairs
 Deans of Colleges
 Dean/Associate Dean of Research
 Provost Marshall/Dean of Student Affairs
 Director of the Languages Center

Director of the Computer and Information Systems Center
Director of the Library
Director of Finance & Accounting
One elected faculty member from each college
One elected representative from administrative staff
President of the Student Government
One graduate student representative
One undergraduate student representative

Standing Committees

- KIMEP Council (KC) Academic Planning & Curriculum Committee
- KC Committee on Studies and Admission Policy
- KC Academic Standard and Quality Assurance Committee
- KC Academic/non-Academic disciplinary Committee
- KC Grievances Committee
- KC Budget and Audit Committee
- KC Strategic Planning Committee
- Any other Committee to be created by the CHAIR on ad-hoc basis

4.1.4 Executive Committee

The Executive Committee is chaired by the President of KIMEP. It is the President's cabinet. This committee is mainly responsible for executive action on matters passed by Administration, College or KIMEP Councils. However, the Committee shall act on its own whenever executive action is necessary for the control and overall management of KIMEP without violating the resolutions of College and KIMEP Councils.

Composition

President, CHAIR
Vice President of Academic Affairs
Vice President of Administration
Vice President, External Relations, Govt. and Non-Govt. Affairs
Deans of Colleges
Provost-Marshall/ Dean of Student Affairs
Director of Presidents Office (non-voting)

SECTION V: TERMS OF REFERENCE FOR CHAIRS, PROGRAM DIRECTORS AND DEANS

5.1 CHAIRS

A Chair reports to the Dean of the College. The Chair is responsible for running day to day administrative and academic affairs of the department. In particular, the functions of a Chair will include the following:

- Faculty management including hiring, promotion, arrangement of sabbatical and other forms of leave, salary increases, assignment and reassignment of academic and administrative duties, leadership in planning the development of the department, encouraging and facilitating research and scholarship by colleagues, curriculum development, and innovation in teaching and learning, resolution of grievances and disciplinary problems
- General oversight of staff-student, and staff-support staff relation within the department
- Administrative and budgetary duties, including the allocation of physical resources and preparation of the departmental budget, office management of the non-academic staff
- Submission of relevant reports to the concerned Deans
- Preparation and submission of annual report on the performance of individual faculty to the Deans (one copy each).
- Administration of departmental research funds
- Representational functions within KIMEP and its various other departments, units and the faculty Councils

Term of office: Normal term of the office for a Chair is for two years which is renewable for another term of two years. Appointment and dismissal from this position will be exercised by the authority of the President giving a notice of two weeks.

5.2 PROGRAM DIRECTORS

Program Directors at the Bang College of Business report to the Dean. Program Directors at the College of Social Sciences report to the departmental chairs. The directors are responsible for the overall direction, supervision and quality of the program. In particular the directors are responsible for:

1. Program curriculum planning and development
2. Quality assurance and high academic standards of the program in all respects including student admission & enrolment

3. Entrance Tests for the program
4. Monitor Program outcome and effectiveness
5. Monitor study progress of the students in the program
6. Foster a research culture in the faculty and students involved in the program
7. Coordinate program research activities and holding regular research seminars
8. Setting up thesis committees
9. Faculty planning for the program
10. Coordinate the activities of the advisors for students in the program
11. Promotion and Public Relation related to the program
12. Program budget

The Director shall be assisted by the faculty members involved in graduate teaching in all respects as mentioned above.

5.3 DEANS OF COLLEGES (ACADEMIC DEANS)

The Dean is the chief academic officer of the entire college and reports to the Vice President of Academic Affairs. The dean gives the overall leadership and direction to all academic programs and matters within the college. The Dean chairs the "College Council" where unified policies are made for the entire college.

The Dean is expected to exercise vision, ethical leadership, and advocacy in academic affairs, research and scholarly activities, and curricular matters in the College, placing emphasis on the continuing development of the finest educational program possible. He/she is required to lead the department chairs/program directors and faculty in effort to develop and enhance funding for the support of the College's academic program and research activities. The Dean is responsible for management of the fiscal and personnel resources of the College, recruitment, evaluation and retention of a well qualified faculty and staff, and development of effective student recruitment and retention programs in the College.

The Dean will take active part in the formation and works of Council's working committees, and in the works of KIMEP Council. The Dean will initiate and oversee research activities of the faculty members in cooperation with departments. The Dean represents the college in any internal or external events. The Dean initiates external academic collaboration, faculty exchange and joint programs on behalf of the college. The dean may be assigned any other activity by the Vice President, Academic Affairs or by the President of KIMEP. The Dean reports to the Vice President of Academic Affairs.

1. Conducting the business of the "College Council"
2. Faculty management including hiring, promotion, arrangement of sabbatical and other forms of leave, salary increases, assignment and reassignment of academic and administrative duties, leadership in planning the development of the department, encouraging and facilitating research and scholarship by colleagues, curriculum development, and innovation in teaching and learning, resolution of grievances and disciplinary problems
3. General oversight of staff-student, and staff-support staff relation within the department
4. Administrative and budgetary duties, including the allocation of physical resources and preparation of the departmental budget, office management of the non-academic staff
5. Submission of relevant reports to the concerned Deans
6. Preparation and submission of annual report on the performance of individual faculty to the Deans (one copy each).
7. Administration of departmental research funds
8. Representational functions within KIMEP and its various other departments, units and the faculty Councils

Term of office: Normal term of the office for a Dean is for two years which is renewable for another term of two years. Appointment and dismissal from this position will be exercised by the authority of the President giving a notice of two weeks.

5.4 DEAN OF RESEARCH

The dean will be responsible for developing and implementing short and long term research policies for KIMEP. He/She will work in close collaboration with academic departments for coordinating and monitoring faculty research both in fundamental and applied fields. The Dean may be a faculty member with limited teaching responsibilities. The Dean will report to the Vice President of Research, or in his/her absence, to the Vice President of Academic Affairs. In particular, the responsibilities will include the following:

1. Assess the intellectual property in terms of research and expertise
2. Develop policies for research and innovation
3. Develop processes for developing and managing faculty research
4. Integrate academic research with project and consulting activities through KIMEP Research Center
5. Integrate research with faculty workload
6. Develop reward policies for research and innovation
7. Measure and monitor impact of research and innovative work on teaching methods and materials
8. Develop joint research programs with national and international institutions
9. Develop budget for overall research projects at KIMEP
10. Solicit sponsorships and external funding for the research

Term of office: Normal term of the office is for two years which is renewable for another term of two years. Appointment and dismissal from this position will be exercised by the authority of the President giving a notice of two weeks.

5.5 DEAN OF STUDENT AFFAIRS AND PROVOST MARSHALL

The dean is responsible for the overall supervision of student activities, student-support services and student life at KIMEP. As the Provost Marshall, the Dean is responsible for addressing and resolving conflicts and grievances, maintaining overall order, security and discipline of the campus community. The Dean is responsible to the President. In particular, responsibilities will include supervision of the following:

1. Student advising and counseling
2. Residence life of students
3. Student- center supervision
4. Debate and drama clubs
5. Student and faculty disciplines
6. Student health services
7. Student orientation
8. Student government & organizations
9. Student recruitment and retention programs
10. Financial aid programs
11. Student off-campus housing programs
12. Student volunteer services to KIMEP
13. Student volunteer services to the community at large
14. Fund raising for student activities

Term of office: Normal term of the office for a Dean is for two years which is renewable for another term of two years. Appointment and dismissal from this position will be exercised by the authority of the President giving a notice of two weeks.

5.6 THE DIRECTOR OF STUDENT AFFAIRS

The Director of Student Affairs reports to the Dean of Student Affairs and Provost Marshal. The Director works closely with the general student population, and is responsible for student services involving : the sports complex, the student center, the dormitory, the medical office, student government, and student organizations. The Director of SA is also responsible for any other activities involving student campus and residential life.

The Director will work closely with the director of sports complex, the director of dormitory (hotel), the director of student center (formerly known as fun club), the head of the medical office and the registrar.

In particular, responsibilities will include the following:

1. Provide coordination for assessing & responding to the needs of students
2. Represent the concerns of students to management, faculty and staff
3. Serve as a resource for students in matters of academic, social, cultural and residential life issues
4. Provide students with guidance and general advising as needed; help them contact academic advisors when needed
5. Take active part in the student recruitment and retention programs
6. Coordinate and promote campus events
7. Represent KIMEP at community and recruitment events
8. Promote KIMEP programs and policies
9. Encourage student leadership development

SECTION VI: PROCEDURES FOR ESTABLISHING NEW ACADEMIC PROGRAMS OR RESTRUCTURING THE EXISTING ONES

PREAMBLE

New programs or modification of the existing ones may be introduced for many reasons. The growth of new knowledge may make it necessary to introduce new sequence of courses to facilitate the dissemination of that knowledge. New perspectives and society's needs may encourage the restructuring of existing curricula or course offerings. On the other hand, increased resources may make it possible to introduce programs previously unavailable. Sadly, decreased resources may dictate the elimination of some courses or programs, and the restructuring of others.

The criteria for assessing proposals for new programs should ensure:

- that the program is consistent with the principles, mission and priorities of KIMEP
- that the program is of high academic quality
- that there is a perceived interest in and demand for the program
- that sufficient resources can be made available to support the program

6.1 PROCEDURES

6.1.1 Origins

While the initiative, impetus and planning of an academic program will be the primary responsibility of the department/unit who will implement it, the conceptualization of the program may come from any of a number of sources e.g. from the President, VPAA, Deans, Chairs, faculty members, or from some agency external to KIMEP.

6.1.2 Planning

Whatever the origin of the idea, the detailed planning process must usually take place in the department/unit. This does not, of course, preclude consultation with and assistance from other sources including deans and members of the administration. Offices of the dean, VPAA or President may suggest a new or modified program of their own. In this case, the proposal must be forwarded to the department/unit with written instructions for consideration.

6.1.3 Approval Process

In general, the plan will first be approved by the department/unit involved. It must then be submitted to the College Academic Planning & Curriculum Committee (APC) through Dean. The APC will submit its report to the dean. If satisfied, the dean will put it before the College Council for approval. If not satisfied, the dean will send it back to the APC for further consideration.

After a consensus is reached, the dean will send the plan to the vice president of academic affairs for further consideration with a cover letter. The cover letter will explain the justification of the proposal. The VPAA will discuss the plan with the President. Two options will be followed:

- a) In the event that no objections are raised by the President or VPAA, and that resources are available to support the program, the plan will be brought before KIMEP Council (alternatively before the Executive Committee) for final approval.
- b) In the event that serious concerns are raised either by the President or by the members of the Executive Committee about the importance, suitability and viability of the program, the plan will be referred to KIMEP A & P Committee (in its absence to the College APC) for further consideration. It will be then resubmitted to the VPAA for further discussions with the President. The decision of the President in so far as financial implications are concerned shall be final.

SECTION VII: ACADEMIC YEAR, VACATION AND LEAVE OF ABSENCE

7.1. THE ACADEMIC YEAR

Academic year, running from August 15 to August 14 of the next calendar year, will consist of three semesters: Fall (August – December), Spring (January- May) and Summer (June-August). Duration of Fall and Spring Semesters shall be 16 weeks including one week of mid-semester break. Summer semester may be divided into two : Summer 1 (4 to 6 weeks) and Summer II (4 to 6 weeks).

Faculty members are expected to complete their teaching workload (e.g. 2 to 3 courses, 12 hours per week) during two main semesters (Fall and Spring). Those who fall short of this requirements shall be required to teach courses in summer without additional compensation. The month of June is not a free time for the faculty members. They are required to attend offices and take part in research and other developmental activities.

7.2. MID-SEMESTER, END-SEMESTER BREAKS INCLUDING CHRISTMAS PERIOD

As a matter of policy, mid-semester, end-semester and X-Mass breaks are not to be considered as automatic vacation period. Formal approval must be obtained from the appropriate authorities before a Leave of Absence is to be commenced. During the reading week, however, teaching faculty members are not required to attend offices, but academic management including deans, chairs, Directors and VPAA must attend offices. Furthermore, during reading weeks, faculty members are not allowed to undertake travel overseas without appropriate approval from the management.

Following procedures must be followed for filing request for Leave of Absence:

1. Fill out the attached form. Submit it to the Chair/Director
2. Chairs sends recommendation to the Dean
3. Dean sends recommendation to the Vice President, Academic Affairs (VPAA)
4. VPAA sends approval to the Director of Human Resources
5. Director of Human Resources informs the Faculty Member if the Leave has been approved or not.

It is the responsibility of a faculty member to make sure that the leave has been approved before absents from duties. Failure to abide by the above procedures will result in severe disciplinary actions including withdrawal of salary and summary termination of the contract.

7.3. ANNUAL VACATION

Faculty members including academic administrators are entitled for 45 days of paid vacation (including week-ends) for one academic year of work. Such vacation must be taken any time starting from June and ending in August. It cannot be deferred or accumulated without the written approval of the chair, dean and vice president of academic affairs. All faculty

members are required to report to work by August 15 failing which appropriate disciplinary actions including salary deduction shall be taken against the faculty.

Exception to this policy can be made at the simultaneous approval of the chair, dean and the vice president of academic affairs.

7.4. LEAVE OF ABSENCE

A faculty member can take a leave of absence for a number of reasons such as higher studies overseas, health and family reasons and for personal reasons. Prior approval of the concerned chair, dean and vice president of academic affairs must be obtained. A faculty member must not proceed for the leave unless final approval is obtained from the vice president of academic affairs. It is the faculty member's responsibility to make sure that the final approval has been given. Failure to abide by this procedure will result in disciplinary actions including salary deduction and summary dismissal.

A faculty member shall not be allowed a leave of absence during mid term and final examination period. No faculty member is allowed to change the dates of examinations without formal approval of the Dean and Vice President of Academic Affairs. Leave can be only considered after all grades are submitted, accepted and the appeal period ended. Failure to abide by this policy will result into severe punitive actions including salary withdrawal, summary dismissal and legal proceedings in the court of law.

Leave can be paid or unpaid depending on the terms and conditions of the individual's contractual agreement. If the leave is approved, the contract between the individual and KIMEP shall be suspended but not terminated.

7.5. SABBATICAL

After 10 years of service at KIMEP, any faculty member will have the right to take a sabbatical paid year. During this year he/she should improve his/her professional abilities through:

- Teaching and research activities in other institutions of higher learning
- Research activities with a research organization
- Activities with Government, Non-Government and Industrial Organizations

Requests for sabbatical should be formulated with approval of the CHAIR of the concerned department six months in advance. The request will then be discussed and approved in the College Council. Final approval of the President of KIMEP shall be needed for each case.

The faculty member concerned has an obligation to work for KIMEP for three more years after the sabbatical year. Otherwise he/she will be obliged to reimburse KIMEP the full amount of salary paid during the sabbatical period.

SECTION VIII: QUALITY ASSURANCE

PREAMBLE

The principal objective of the Quality Assurance is to demonstrate that the education offered at KIMEP is on par with the high standards of education anywhere. Such must be demonstrated factually with statistical information supporting the high level of quality of education offered by KIMEP. It may relate to a program, unit or the institution as a whole. In each case, quality assurance is all of those attitudes, objects, actions and procedures which, through together with quality control activities, ensure that appropriate academic standards are being maintained and enhanced.

Self assessment and internal quality reviews are important components of quality assurance. Such activities continually monitor the progress and identify potential weaknesses and strengths so that these points can be addressed and positive changes can be implemented. As a result of these self-evaluations, changes are implemented in administrative procedures which advance the positive development of the institute.

Key areas of quality assurance are:

- Curriculum design and development
- Building a qualified and motivated faculty
- Quality of teaching
- Program delivery
- Quality of management
- Faculty appraisal
- Resources to support the program
- Learning materials including text books and journals etc to support the program
- Program outcomes in term of stated mission and goals
- Student Assessment
- Program evaluation
- Compatibility with similar programs at other institutions

8.1 OBJECTIVES

The aim of the quality assurance process is to assess, using a process of informed judgment, the quality and suitability of academic programs, delivery systems, learning models, student evaluation of the faculty members, and research directions & output. In particular, this includes consideration of:

- Goals of academic programs
- Curriculum and course contents in line with the mission of the program
- Quality of text books and other learning materials
- Quality of teaching
- Quality of student assessment system including examinations and grading etc
- Student advising
- Program outcome and effectiveness
- Faculty involvement in research
- Service to the institution, the profession and the community

8.2 PURPOSE

The purposes of the review and quality assurance are to:

- Provide an opportunity for the entire department, college and the institution to take stock of their situation
- Carry out a comprehensive strategic review of its academic programs
- Unbiased and critical self-examination
- Provide a better understanding of the quality of education

The quality assurance will provide a basis for the eventual international accreditation of academic programs.

8.3 STRUCTURE OF QUALITY ASSURANCE

The major components of the QA shall include the following:

- Departmental Quality Assurance Committee
- KIMEP Quality Assurance Committee
- External Consultants
- Comments from students
- Comments from external communities
- Interviews with alumni and employers

8.3.1 Quality Assurance (QA) at Department Level

The departmental QA committee shall be constituted from teaching faculty involving senior faculty members. The main task of the committee shall be to monitor the quality assurance progress at the department in line with stated objectives. It will conduct a continual analysis of the Strength, Weakness, Opportunities and Threats (SWOT) presented to the programs, and will oversee and monitor the QA progress in the department. This committee shall formulate a “ Self Study Report” and present it to the Chair. The Committee reports to the Chair.

The departmental committee together with KIMEP Committee will:

- Define the indicators of quality, that is the criteria, against which it wishes to be judged including the criteria for academic programs indicated in Appendix B.
- Provide the evidence on which judgments about its quality will be based
- Evaluate itself in light of the above standards and evidence, and indicate how it meets KIMEP objectives as defined in the mission statement.

The self-study should be the most significant and valuable phase of the review. It is, therefore, vital that all faculty, staff and student representatives be involved in the preparation of this study. Responsibility for ensuring that this occurs rests with the Chair or unit head.

8.3.2 Quality Assurance at Management Level

This committee will consist of Vice President of Academic Affairs, Deans, Director of QA and one senior faculty member from each College. The Committee shall devise criteria for QA and shall act as an audit for the entire institute. It will receive the “ Self Study Report” from each department. It will study, examine and evaluate the reports, and then provide its assessments/feedback to the departmental QA committee. The Committee reports to the President.

The report of this committee is based on the self-study of each department/unit, the appraisal of the external consultant(s), comment from the broader KIMEP community, and such other information as is available. The input from the external consultants (s) forms a valuable part of the report, but this input must be interpreted by this committee in light of other information available. That is the interpretation of any difference of opinion between the self study and the consultant is the responsibility of this committee.

8.3.3 External Consultants

The role of an external consultant is to provide an informed, dispassionate, and critical judgment of the quality of an academic program (s) or the Institute as a whole from the perspective of an outside observer. The President of KIMEP shall decide if and when such a consultant is needed.

8.4 CRITERIA FOR QUALITY ASSURANCE

Quality Assurance Committees shall use the following criteria in assessing the academic programs:

8.4.1. Program Objectives

The program should be consistent with KIMEP mission and with the goals of the academic unit

8.4.2. Admission requirements

The admission requirement should be appropriate for program's educational objectives and should ensure the appropriate quality of student applicants. Indicators of student demand and projected enrolment levels, and of the quality of students must be considered.

8.4.3. Curriculum

The structure and curriculum of the program should be appropriate for its educational objectives.

8.4.4. Teaching

The mode of delivery and standards of instructions should be appropriate and must reflect the stated goals of the unit.

8.4.5. Evaluation of student progress

The methods used for the evaluation of student progress should be appropriate to the goals of the program

8.4.6. Human Resources

It should be demonstrated that the quality and experience of the faculty is sufficient to meet the demands of the program. Where appropriate, the availability of support staff and teaching assistants should be indicated.

8.4.7. Physical Resources

A summary of program-specific resources should be provided, such as: computer laboratories, access to computers and on-line facilities, library facilities and information resources.

8.4.8. Financial Resources

There should be evidence of sufficient resources to introduce and maintain the program for a reasonable period of time. This should include consideration of any additional funds from internal and/or external sources. The possible financial impact of the programs on other programs, within and outside the unit, should be considered.

8.4.9. Program outcomes

In assessing outcome it is important to keep in mind that, by its nature, the most important aspect of higher education is the aim of producing an educated human being. The characteristics of such a person are, of course, essential in varying degrees to a variety of occupations as well as to being an effective member of society. Within this broader context it is also appropriate to consider more specific indicators of program outcome including: graduation rate; length of studies; job placement; scholarships and awards for students; and the results of professional certification or licensing examinations.

8.5 SELF STUDY/SELF ASSESSMENT

PREAMBLE

The process of self study is key to maintaining academic standards and quality because it provides the departments and the institution the opportunity to evaluate themselves against the stated mission and objectives. Through the process of self study, the department and the institution mobilize various elements of its community to reflect on the purposes and effectiveness of the programs, institution as a whole, examine its strength and weaknesses, and where problems or opportunities are identified, begin to work toward their solution.

8.5.1 Procedure for Self Studies

A. Administrative Support

Academic responsibility for the preparation of the self-study and other aspects of the quality assurance process rests with academic officers of KIMEP, including the Chair/Director, the Dean and the V.P. (Academic). Departments should anticipate that the review process will require an administrative commitment from the department as well as from central management. Liaison with the central resources will be arranged through the office of the Vice President (Academic).

B. Preparation of the Self-Study Report by the Department

The self study forms the basis of the quality assurance process and should involve all faculty members of the department/unit, student representatives and staff in a frank, objective and balanced appraisal of SWOT. The self study

report is the primary document on which the review is based and it, therefore, important that it should be well organized, clearly written and concise. Section 7.3.4 contains guidelines for information that should be included in a self study report. In drafting the self-study report the criteria against which it will be assessed, including those listed in 8.4 should be borne in mind.

C. Report of the KIMEP Quality Assurance Committee

Based on the information gained from the self-study, interviews, meetings, and consultant's assessments, this committee will prepare its own report. Copies will be distributed to the President, Vice Presidents, Deans and the Chairs/Directors. The Dean will ask the chairs/directors to circulate the report to the faculty and draft the response in consultation with the Dean. The response will include comment on factual inaccuracies if there are any, the actions to be taken, and the time table for implementation. As part of this process, the Dean will consult with the members of the committee, the President, the V.P (Academic) and perhaps others. The Dean will submit the response to the Chair of the committee.

The committee will study the response, consult with Deans and the Chairs, and then prepare its final report to the President. This report will include:

- a) A summary of SWOT analysis
- b) A statement of the action to be taken
- c) The time table for implementation of the recommendations
- d) The individuals responsible for follow-up, who will normally be the Dean and the V.P. (Academic)

D. Implementing Recommendations

Information gained from the studies and reviews and resulting recommendations will be used by the departments, units and KIMEP as a whole to strengthen and facilitate the decision making process of the institution and to address the academic objectives outlined above. The report will be shared with such other committees as Accreditation and Strategic Planning.

8.5.2 Self -Study (SWOT) Items

The following items are a guide that should be included in the self-study.

- **Background information of KIMEP as a whole**
Provide appropriate background information for KIMEP as a whole to enable reviewers to make comparative assessment of teaching, learning, research and scholarly activities in the light of the resources available
- **General Description of the Academic Unit and its programs**
Very brief description of the unit and its academic programs including;
history, structure, governance; relationship with other programs or units; indicators of quality, against which the program and the unit wish to be judged together with the justification of these standards; national and international programs in the same fields which provide useful reference points for comparison.
- **Program objectives**
Brief statement of program objectives and its relevance to the national economy
- **Resources**
 - a) Provide information on annual budget in form compatible with that provided in Annual Report on Budget.
 - b) Information on non-academic staff and sources of financial support
 - c) Comment on adequacy of physical facilities and space including offices, classrooms etc
 - d) Comment on adequacy of equipment and services
 - e) Library resources, including text books, reference books, services and expenditures
 - f) Computer facilities
- **Faculty**
 - a) Size of the faculty and qualifications
 - b) Full time and part time faculty members
 - c) Age profile of the faculty
 - d) Summary state of faculty turnover in the last 2 years
- **Students**
 - a) Departmental admission policies
 - b) Describe and compare quality of present and incoming students using appropriate indicators as available.
 - c) Include a demographic profile of undergraduate and graduate students
 - d) Current enrolment objectives for undergraduate and graduate students including any anticipated changes; any restrictions on enrolment; and indicators of student demand
 - e) Program enrolments and graduations (F/T and P/T) since last review.
 - f) Ways in which students participate in decision making processes including: participation in committees, academic council and contributions to teaching evaluation.
 - g) Student's comments on learning experience based on exit surveys.
 - h) Scholarships and other awards.
 - i) Performances of students in the examinations
 - j) Placement of students after graduation
- **Pertinent academic regulations (other then those stated in the Catalog)**

- **Admission policies (other than those stated in the Catalog)**
- **Teaching**
 - a) Summary of distinctive aspects of formal and informal teaching activities, including a description of teaching and curriculum innovations, with evidence of resulting improvement in the quality of students.
 - b) Workload of faculty members including explanation of variation of loads.
 - c) Comment on student-faculty ratios and reasons for variation in class size including need for sectioned and tutorial classes.
 - d) Service teaching undertaken by the unit including enrolment by students from other units in regular courses.
 - e) Description of unit initiatives for training and development of teaching faculty in instructional methods, such as training courses, seminars and workshops on teaching and learning issues, or mentoring schemes for new faculty members
 - f) Methods of evaluating students including continuous assessment schemes
 - g) Formal examinations
 - h) Teaching evaluations including core questions, exit surveys and other assessments where available.
- **Research**
 - a) Brief description of research in the department/unit including areas of distinctive or special strength, with examples of recent accomplishments and the impact of research on teaching and scholarships.
 - b) Internal and external research funding if any
 - c) Collaboration with KIMEP research center
 - d) Consulting works undertaken with the Research Center
 - e) Number of faculty involved in research or research oriented studies
 - f) Summary of numbers of research publications completed or in progress
- **Services to the community**
Summarize the contributions of the program or unit to the broader scholarly, professional, and other external communities including seminars, workshops and conferences that were sponsored or supported by the unit
- **Self evaluation**
Brief review of the program and the unit in light of previous items of the self study, with respect to the standard identified above, identifying areas of strength and weaknesses and areas in which changes are required.
- **Other information**
Other relevant information not mentioned above.

SECTION IX: OTHER POLICIES AND PROCEDURES

9.1 TEACHING ASSIGNMENT FOR ADMINISTRATIVE AND SUPPORT STAFF

Administrative and Support staffs are those whose primary tasks at KIMEP are non-academic in nature and who are not member of the regular teaching faculty. Teaching assignments and joint appointments for such staff may be negotiated at the time of appointment. Negotiations may also take place after the initial appointment if and when such need arises. As a matter of policy, the following rules will govern such staff's teaching assignment:

- 9.1.1 No administrative staff will be assigned more than one course (3 hours) per semester (day or evening) to teach. When such need arises, the dean will make formal request to the Vice President of Academic Affairs (VPAA). The VPAA, at the approval of the supervisor of the employee and President of KIMEP, will arrange for such assignment.
- 9.1.2 KIMEP will pay additional compensation according to current wages policy under following conditions:
 - If the partial teaching assignment is agreed upon and stated in the employment contract of the employee as a part of overall duties, no additional compensation shall be paid. In this case, teaching can take place during day or evening sessions.
 - If partial teaching assignment is not stated in the employment contract, KIMEP will pay additional compensation. In this case teaching must take place after normal working hours e.g. after 6 p.m. The supervisor of the employee must certify full compliance of regular contractual obligations. If not, the employee may be asked to teach without additional compensation after 6 p.m.

9.2 TEACHING ASSIGNMENT FOR RESEARCH CENTER STAFF

Research Center Staffs are not to be hired by any College/Department for part-time or full time teaching without first referring the matter to the Director of the Research Center for clearance. The Director will refer the matter to the VPAA for consideration.

KIMEP recognizes that research assistants and fellows may be asked to assist departments and colleges in teaching from time to time. If and when such situation arises, the dean will make a formal request to the director as mentioned above.

KIMEP will pay additional compensation according to current wages policy under following conditions:

- If teaching takes place after normal working hours e.g. after 6 p.m.

- If the Director of the Research Center certifies full compliance of regular contractual obligations and recommends additional compensation for day time teaching

9.3 CROSS TEACHING ASSIGNMENT FOR REGULAR TEACHING FACULTY

Any cross teaching between the colleges and departments shall be governed by the stipulation and procedures as stated in clause 3.3. Such assignment must be viewed as a part of faculty member's overall obligations to KIMEP under the employment contractual agreement. Faculty members will be required to engage in such cross teaching when such need arises. In each case, Dean's approval and procedures stated in 3.3 shall be strictly followed. Since teaching hours at KIMEP involve both day and evening without any differentiation, no additional compensation shall be made for such cross teaching either during day or evening times

- Faculty member or administrative employee is not allowed to teach two courses concurrently in a mini or full semester with the College of Continuing Education.
- Additional compensation will be made according to current wage structure, under following conditions:
- If the dean of the faculty member's college certifies that the faculty member has complied with the obligations of the regular employment contract fully.

9.4 INTERNAL HIRING

Any faculty member or administrative staff who would like to take up a job with another unit, department or college at KIMEP must first resign from the current job giving appropriate notice. Once the resignation is accepted in good standing, the employee may apply to other units in which event the employee shall be considered on competitive basis against other prospective candidates. No promise or guarantee of employment must be given in advance in such cases.

9.5 TERMINATION OF EMPLOYMENT CONTRACT

Both parties (KIMEP and the employee) reserves the right to terminate employment agreement following the regulations and stipulations of the employment contract. In the event of a serious breach of contractual obligations, KIMEP reserves the right to terminate a contract with immediate effect and impose penalties including suspension of last month salary and outstanding leave salary for the academic semester in question till the matter is decided one way or another by the Court of Justice.

SECTION X: POLICIES AND PROCEDURES FOR FACULTY HIRING

PREAMBLE

Faculty hiring must be done through the departmental Search Committee. The Committee should be comprised of Program Directors and other senior faculty who are deeply familiar with the requirements of the department. This Committee sends recommendation to the Chair. Once a consensus is reached, the Chair sends recommendation to the Dean. The Dean consolidates the requirements within the confines of the College mission and budget. Once a consensus is reached, the Dean sends the requirements to the Vice President of Academic Affairs (VPAA). The VPAA prepares a comprehensive plan for all colleges within the confines of KIMEP budget. The VPAA forwards the plan to the President. Once approved by the President, advertisement will be placed in local and international news papers.

DETAILS

Nov. 1-15:

Each Department presents a strategic plan in which the department outlines and justifies the faculty need for the following academic year.

Nov. 15-30:

Departmental requirements are consolidated by the Deans of Colleges. This is presented to the Vice President of Academic Affairs.

December 1- 3 :

The VPAA will prepare a comprehensive plan for KIMEP taking into needs for each college. The plan will be forwarded by the VPAA to the President of KIMEP.

December 4-7

Upon President's approval of the plan, the VPAA will send the plan back to the Deans. The Dean in collaboration with the Chairs will determine the wording for the advertisement. Advertisement requirements are sent back to the VPAA who will arrange for the publication through the Marketing Office.

January 31 : Deadline for the submission of applications for August hires

February 1 - 15

Departmental Search Committees evaluate applications for August hires and submit a shortlist to the Dean.

The Search Committees will carry out the following tasks:

- Eliminate applicants who do not meet the selection criteria
- Contact at least two referees of those applicants who meet the criteria
- Conduct interviews and negotiations

Based on steps 1-3, submit a shortlist to the Dean (s). The shortlist will include: the number of positions the department needs to fill, names, qualifications, brief description of work experience, recommended salary range as per FCP 2000 and the contract period. The list will also include those in the waiting list (clearly marked " waiting list") in order of preference. The waiting list will have double the number needed.

February 16- 20:

The Dean revises the list with the Chairs, and then forward it to the VPAA with her/his remarks.

VPAA will meet with the President to get the final approval in so far as the financial matters are concerned. Once approved by the President, the VPAA sends the list back to the Deans.

February 21- 28:

The Deans write formal letters of offer and send out contracts (electronically) to those who are accepted. Signed contracts are then forwarded to the VPAA for signature by March 7.

March 7-10

VPAA sends the names and personal details of all applicants who have signed the contract to the Visa Office. Visa Office gets in touch with the candidates and begins the visa process.

March 15

Departments communicate with all those applicants who have not been accepted and inform them of their applications not being considered any further.

June 15:

Chairs review the situation again, and get in touch with the candidates to reconfirm their appointments. Depending on the outcome, the waiting list is to be activated immediately.

August 15:

Chairs reconfirm the situation with the candidates once again. Any one who says they are coming late are to be immediately taken out of consideration and notified. At this stage the waiting list is to be activated again. If no suitable candidates are available, then current faculty or local hires are to cover the required teaching load.

VII.3. Research Policy, Research Training Management and Doctoral Program Plan

Disclaimer: Control and management mechanism outlined in this document assumes four policy making bodies: Three College Councils and the KIMEP Council. Until the College system is approved and implemented, authority of college councils will be replaced by a single academic council, and the authority of the KIMEP Council will be replaced by the Executive Council/Committee.

Approval Procedure

This document was discussed, debated and evaluated by a task force appointed by the President of KIMEP, Dr Chan Young Bang. Finally the task force approved it in a meeting held on January 22, 2003.

Highlights

- This document describes the policy, strategies and procedures for research development, research management and research training within KIMEP, and how they are implemented.
- Integration of faculty workload into research activities
- Student involvement in research and research projects
- Tenure and Promotion linked to research performances
- Overall responsibility for research policy, planning, development and management resides with the Dean of Research and the Research & Development Committee of KIMEP
- Dean of Research reports to the Vice President of Research. If such a position is not available, then the Dean reports to the Vice President of Academic Affairs
- Research activities are coordinated, controlled and managed primarily at departmental level under the centralized oversight of the Dean of Research
- Primary research groups are located within the departments. Leaders of each group report to the chair of the R & D committee of each department
- Research Center will work in tandem with the Dean of Research in collecting and disseminating information on research activities
- Research Center will create and maintain information data bank on research and researchers
- KIMEP Doctoral Committee will plan and develop Ph.D/DBA/DPA programs (American Model). This includes structure of the program, admission and study policies, review policies, monitoring and quality assurance policies. This committee shall act as the auditor for all doctoral programs. Each department will have its own committee, which will determine if the department has the necessary means and tools to satisfy the standard and criteria for launching doctoral programs.

1. INTRODUCTION

This document describes the Policy, strategies and procedures for research management, research development and research training within KIMEP, and how they are implemented.

Overall responsibility for research policy, planning and management resides with the Dean of Research and the Research and Development committee of the KIMEP Council. The 2002 Research and Research Training Management Plan provides a comprehensive framework for sustained research development and quality assurance which retains centralized oversight, while encouraging research development at a College and a departmental level.

The Institute also publishes a Corporate Plan which is updated annually and reports on progress towards and achievement against key performance indicators in academic areas and infrastructure including research and research training.

- **Definition of Research:** Academic research is defined by this university as *experimental, theoretical or otherwise original work which leads to the advancement of knowledge, or to the creation or development of new or improved artifacts, devices, materials, products, processes or services.*
- **Definition of Research Training:** Research Training for the purposes of this document may be defined as *that training leading to the award of a PhD, Masters by Research, Professional Doctorate and Post Doctoral Fellowship in which research is a major component.*

The University and Its Research Goals

- **Who we are:** The Kazakhstan Institute of Management, Economics and Strategic Research (KIMEP) is the only Western-style university in the Commonwealth of Independent States (former Soviet Republics) with an enrolment in 2002 of approximately 2,800 equivalent full time students (EFTSU). It offers both graduate and undergraduate degrees in a wide variety of disciplines in Arts, Social Sciences and Business Administration.
- **The Mission:** KIMEP is a non-profit institution of higher education. Its mission is *to develop well-educated citizens and to improve the quality of life in the country and the region through the provision of a teaching, learning, research and community service which foster excellence in scholarship, innovation and social responsibility.*

The University's goal in research is: *to conduct research and consultancy with an emphasis on application of knowledge in collaboration with government, industry, commerce, the professions and other community groups.*

- **How we aim to get there:** This Plan reinforces the three major directions that have informed research management since the University was established in 1992:
 - concentration of resources in selected areas of excellence
 - development of a broader research culture to permit new areas of excellence to emerge
 - integration of research into the workload of the faculty members
 - Student involvement in research and research projects
- **How others will know when we are there:** Since its inception, the University has made rapid progress towards its aim of achieving recognition as one of Kazakhstan's leading universities for the application of knowledge in collaboration with the end-users of its research. Continued progress towards this aim results in:
 - the University's research standing being recognised and reinforced by the increasing support of industry, government and community stakeholders
 - research organizations and end-users of research seeking increasingly to form alliances with the University and sponsor research
 - the University being considered by increasing numbers of national and international students and colleagues as a place of first choice at which to study at postgraduate level and to conduct research
 - our research degree graduates being recognized for both their expert discipline-based knowledge and their industry-ready attributes.
- **Vision for the future:**

KIMEP has the opportunity to take the strengths from all Western-style universities and combine them into a world-class institution for the 21st Century. As the only English-speaking university in the entire Commonwealth of Independent States (Former Soviet Republics) KIMEP is well-placed to take the strengths of the current culture of the region and combine it in new and different ways for a better system, not just copying what has been done in other Western-style institutions. This document, therefore, has eliminated the weaknesses found in other systems, focused on the strengths and applied it to the new culture of a post-Soviet state.

2. STRUCTURES AND PROCESSES TO SUPPORT RESEARCH DIRECTIONS

2.1 Structures to support research

The academic and research structure of the University comprises:

- Academic Departments under three Colleges: College of Business Administration; College of Social Sciences; College of Continuing Education, and
- One Research Center: The KIMEP Center for Research and Development

Each College is headed by a Dean. Research activities are coordinated, controlled and managed primarily at departmental level under the centralized oversight of the Dean of Research. The Dean of Research reports to the Vice President of Research if and when such a position is established and occupied at KIMEP. In the absence of a VP of Research, the Dean of Research reports to the Vice President of Academic Affairs. The Research Center has a Director who reports to the Dean of Research.

Primary Research Groups are located within the departments. Leaders of research groups report to the chair of the Research Committee of each department. Interdisciplinary and interdepartmental research are encouraged through "College Councils". Responsibility for the direction and management of research within the University is delegated to the Dean of Research. Dean of Research will chair the Research and Development Committee of the KIMEP Council. This committee develops policy and evaluates performance in the three major areas of university research:

- Research concentrations
- Research development
- Research training

An ongoing cycle of planning, evaluation, review and modification ensures adherence to the highest standards in research excellence, development of new researchers and management of research degrees.

2.2 Processes to Support Research

Goal: To encourage and support high quality research activities, and maximize research output for both basic and applied research.

Objectives:

- (1) To increase overall profile of KIMEP in international, regional, national, and local communities through research –qualitative and quantitative contributions (number and quality of outputs)
- (2) To keep the faculty in the forefront of knowledge through scholarship and research
- (3) To increase funding coming into KIMEP from outside sources which benefit faculty and student research activities

- (4) To allow KIMEP faculty the opportunity to enhance their careers at KIMEP by linking research outputs to tenure and promotion procedures.

Short-term strategies for institutional support:

- (1) Create a subject pool – research participation as a subject/respondent
- (2) Create an Invited Speaker Series/Professional Speaker Series, with prominent speakers. Make this a huge marketing event with all students, faculty, prominent people, and potential funding sources invited to participate, including diplomats from many countries, and professors from all other regional universities. Promotion and Tenure points: 3 for high profile person, 2 for average profile person, and 1 for a local/regionally known person.
- (3) Grants: Many large international funding sources are available from organisations such as the World Bank International Monetary Fund, Asian Development Bank, World Health Organisation, Rotary International, etc. The faculty members should be encouraged by the Research Centre to apply to these sources. These funds will be used to set up a Seed Grant program and Supported Researcher Scheme. Faculty members will be entitled to apply for research funding from these grants. All of these applications will be to the Dean of Research and evaluated by the Research and Development Committee at their monthly meetings. In other words, if a faculty member wants to attend a conference or buy research materials, if they have brought in grant, they can apply for reimbursement of costs.
- (4) Research projects be incorporated into course content (extra credit), can be edited and guided by professor, with student taking first authorship and professor taking second authorship. Detailed guidelines will be developed by the Research and Development Committee of individual department.
- (5) Create a point system for rewarding faculty, which can be linked to tenure and promotion and funding under supported researcher scheme. However, while considering promotion, tenure and other rewards, quality of research work and journals in which the works are published will have significant bearing rather than the mechanical numbers. While minimum number of publications as prescribed in the Faculty Code of Practice will be taken into account for promotion purpose, exceptions can be made at the simultaneous recommendations of the department, college and the Dean of Research.
- (6) Following point system is recommended:

	Refereed	Non-refereed
(1) book		
a. authored	10	5
b. edited	6	3
(2) journal		
a. editorial board	3	2
b. article-authored	5	4
(3) conference		
published proceedings		
a. full paper	4	2
b. synopsis	3	1
c. abstract	2	1
presentation – name in program	2	1
Chairing/organizing conf	5	3
(4) trade publications	2	1
(5) Case Studies	2	1
(6) tape-recording/broadcast	3	2
(7) computer program	3	2
(8) other creative work	3	1

Quality of publications and research work will be determined by the quality of journals, both refereed and non-refereed, in which the works are published, and not by mere mechanical numbers. Departmental committees will determine the quality of journals. If needed, external help may be sought to determine the quality of journals and the publications.

2.3 Research Directions

A key strategy for the achievement of the University's research goals is a policy of selectivity and concentration in funding research activities, which encourage individual researchers and emphasises the concentration of research in identified areas of strength, which address national needs. The Dean of Research in collaboration with departments, Vice President of Academic Affairs and other deans will advise the President on the priority areas of research for funding and development.

2.4 Recognised Research Concentrations

Research concentrations are not only centres of excellence but groupings that permit multidisciplinary research in addition to providing opportunities for newer researchers to find support and encouragement from mentors and peers.

An annual Research Bulletin is produced with full detail of Departmental strategies for research, which includes an overview of their goals and focus of research in their department, as well as a detailed list of all publications related to individual professors and a listing of active Research Groups which comprise a critical mass of intellectual property within the Department. Each department shall provide relevant information to the Dean of Research (or to the Director of the Research Center in dean's absence). The Research Center will be responsible for the publication of the research bulletin.

2.5 Performance Indicators and Quality Assurance

In line with its research mission emphasising collaboration with national and international academic and research institutions, government, industry and business community, the University's research performance indicators are each weighted to provide incentive for industry and international collaboration. Research performance for the allocation of support to institutes, centres and groups is measured by the following criteria:

- P1 receipt of recognised research grants (weighted to encourage collaborative research, with due regard paid to the discipline involved and opportunities for collaboration)
- P2 number of research degree students, research degree completions, research fellowships and funded research positions (with particular weighting for industry support and joint industry supervision)
- P3 number and quality of publications and conference papers (with particular weighting for publications in collaboration with partners external to the university)
- P4 development of intellectual property with particular weighting where taken up by industry partners
- P5 documentary evidence of other significant contributions to research and practice in the professions
- P6 involvement in other collaborative ventures with industry, commerce, government and community agencies.

The weighting within each criterion may vary from time to time. An up-to-date list of performance criteria weightings is available from the Research Centre.

Research Concentration Audits

Each year the University requests a report on the activities of its registered research concentrations. The Dean of Research together with KIMEP Research & Development Committee will conduct this survey. The information provided in the report enables Research and Development Committee to:

- determine the level of performance based funding for each of its Research Groups
- update its list of recognised research groups
- consider group performance in terms of the development matrix.

Research Groups

A Research Group is a focal point for concentration of research expertise in a particular area. Formation of such groups is the responsibility of academic departments. Groups are funded from the research budget according to success in attracting external funding, publishing their research results and graduating research degree students.

A full list of Research Groups will be produced annually by the Research Centre in collaboration with academic departments in January of each year.

Supported Researchers Scheme

To underpin the research concentrations strategy, the University rewards individual members of staff, regardless of whether they are affiliated with any research groups, if they contribute substantially to the University's performance. Individual researchers are awarded grants which must be spent on activities to further their research, such as conference attendance and small-scale equipment purchases. The amount of such grant will be determined by the R & D committee of each department, and appropriate recommendation will be made to the Dean of Research.

Supported researchers are staff who meet defined research performance criteria in attracting research grants, publishing research outputs and supervising research degree completions.

The designation of a supported researcher is calculated annually, during the research data collection process, and is based on the performance of each person every calendar year.

2.6 Research Development

The University's research development aims include:

- strategies to increase success in winning external research funding
- strategies designed to consolidate and enhance the research environment in priority areas
- strategies to encourage development of new interdisciplinary research concentrations

Winning External Research Funding

Assistance in recognising and realising external grant opportunities is provided through offices of the Research Services and through University funded research schemes.

Research Services, which include offices of the Dean of Research and the Director of the Research Center, advise on appropriate national and international competitive grants opportunities and provides administrative support to assist researchers and research groups to apply.

- **Visits:** Research Services arrange visits from key funding bodies and industry partners to increase understanding of the way in which the sponsors' schemes operate.
- **University schemes to support applications for external funds:** Research and Development Committee operates a number of programs to increase the University's competitiveness in external grants.

Development of new interdisciplinary concentrations

- **Collaborative Research Incentives:** While KIMEP's research mission has long emphasised 'collaboration with government, industry and the professions', there is also a need to promote collaborative research within the university itself. The growth of the interdisciplinary research teams is necessary to successfully engage in externally focused collaborative research.

Other Infrastructure Support

Research activity depends heavily on underpinning from most functional areas in the University: finance, library, accommodation, property development services, human resources and information technology.

- **Library Development:** Through the Corporate Plan resource allocation process the Library is provided with additional resources for general operations and is seeking to build specialist research collections. Research collections are held both in physical and electronic forms in line with the mission of KIMEP as a western style academic institution. Research and Development Committee is providing additional infrastructure funds for the establishment of collections of excellence in areas of research strength.
- **Information Technology:** IT systems and support in the University are being significantly upgraded through redistribution of resources activated by the Corporate Plan. All staff and research students have e-mail and internet access. The University has a common platform for e-mail enabling quick and efficient internal communication.
- **Equipment:** Replacement of major equipment is largely accomplished through a combination of external government, industry and internal funds. Increasingly large equipment items and facilities are being shared on a KIMEP-wide basis.

2.7 Ethics and Safety

Consonant with the University's mission to conduct research in an environment that fosters excellence and social responsibility, research must conform to guidelines as endorsed by granting bodies. Administrative support for University ethics committees is located in the Research Centre.

- Research Practice
- Maintenance of records, retention of data, publications and authorship
- Confidentiality and conflict of interest
- Other Ethics and Safety

The University requires all research conducted by member of the University to conform to these policies.

3. COMMERCIALISATION AND INTELLECTUAL PROPERTY

International governments increasingly recognise that a strong strategic research base underpins a successful national innovation system and that universities have an important role in facilitating generation of economic activity. This may be achieved by knowledge transfer mechanisms including licensing, joint ventures and creation of spin-off companies. Elements necessary to facilitate successful knowledge transfer to the benefit of both universities and industry include:

- Policies promoting enterprising and collaborative activity
- Sound business practices within the university
- Practices to recognise, evaluate and successfully exploit intellectual property (IP).

3.1 Policies promoting enterprising and collaborative activity

Sound business practices

An intranet proposal logging system - the Project Quality System (PQS) will be implemented to track all proposals generated by members of the University and to ensure that appropriate costing and pricing structures

are followed. Exemptions to commercial costing of research and consultancy projects can be authorised only by the Dean of Research.

The University has in place an organisational development strategy which includes a staff development program for senior and key staff addressing issues including leadership, doing international business, developing an enterprising culture and marketing. In addition, key staff and faculty will be put through a three day workshop on Commercialisation and Technology transfer which is specifically targeted at professionals involved in the conduct and management of research and research outcomes in academic institutions.

Intellectual Property

Intellectual Property may be identified at any stage of a research or consultancy project. In order to ensure that a formal intellectual property evaluation is carried out on each university project, an IP disclosure form is automatically sent to the project's leader at the scheduled end date of each project by the Research Centre.

Where intellectual property is identified it is passed to the Dean of Research for initial evaluation. Where warranted, IP is then passed to the University's commercial arm and business incubation unit for assessment of the most appropriate vehicle for commercialisation.

3.2 Applied research activities

Publications and Conferences

The Research Centre currently published two annual refereed journals, which are linked to regional conferences and competitions from university students and faculty. Strategic alliances have been made with other organisations such as Ednet (Education Network of the USAID, HESP of the Soros Foundation and TACIS of the European Union) to expand these operations in the region. These publications will go to biannual publication schedules in the next academic year and will form strategic alliances with other top universities, as they have in the past with Yale, SookMyung, Hunghee and University of Northern Colorado.

Other publications will be focused more on what the industries need in the region, such as a Quarterly Business Review, a Quarterly Market Report, and a Quarterly Consumer Focus (economics, finance, and marketing linked to many other disciplines). These reports will be syndicated reports, thus requiring members of the syndicate to pay a small fee to obtain the quarterly report results, with full details of analyses, with broad results published widely for our own marketing purposes.

In addition, corporate affairs has made the following suggestions:

KIMEP Applied Scientific Research

KIMEP has already gained its place and acknowledgement at the educational market as one of the leading universities of the Republic of Kazakhstan. The image of KIMEP would not be complete without one of important constituents of the institute's activities – its scientific and research work. To become a leader among other educational institutions, any university has to become a leader in the field of development of the fundamental and applied sciences.

Moreover, it is very important that educational trends come in accordance with the scientific ones. The choice of guidelines of scientific research must be determined first of all by the specificity of its educational activity as well as by actuality and by the market demand.

KIMEP, being the institute that trains specialists of the international standards in the fields of business administration, management, economics, social sciences, journalism and mass communication and research, should also become an scientific and consulting center of the Republic of Kazakhstan in the said fields. Our institute being the only western style university in the RK and Central Asia should become the institution which would render to the Government of Kazakhstan assistance in evolving the legal base of administration, management and research in accordance with the international standards and their harmonization with the international laws.

Corporate Development Department is of a view that the following guidelines could be considered as the working option of the concept of development of KIMEP's Applied Scientific Research, which, in our view, represents big interest for development of the contemporary management in the economy of Kazakhstan.

Guideline I. Evolvement of normative documents for each field of economy

Research, i.e. prognostication or forecast, as well as management and administration are not possible without taking into account the legal aspects, without knowledge and utilization of normative acts and regulating documents. There arises the questions how real is the existence of the normative-legal base and whether it meets modern requirements.

Creation of the base of normative acts for each field. Each field has to have a certain base of normative documents.

The necessity of evolvement of them is conditioned by the following:

1. Lack of the normative base in the RK. Today the normative base regulating the activity of any enterprise is based on the normative base of the former USSR or the base of the Russian Federation.
2. Establishment of the normative base in the RK is necessary for formation and securing tariffs on services and production cost for Anti-Monopoly Committee of the RK.
3. Taking into account that today there exist discrepancies between the normative documents of the USSR and international standards, it is obvious that it is necessary to evolve normative documents of the RK harmonized with the international standards.

The essence. The topic is the determination of the quantity and quality of the normative documents which are necessary to be evolved according to the attached matrix:

	environment	exploitation	equipment	technologies	norms and limits	safety	labor protection	fire security
Feasibility								
preliminary works								
projected works								
construction								
putting into effect								
exploitation								
Repair								
capital repair								
conservation								
liquidation								

The main phases of activity of the enterprise, including feasibility, preliminary works, projected works, construction, putting into effect, exploitation, repair, capital repair, conservation and liquidation, are presented vertically.

Horizontally there are lined the fields which need the normative acts, i.e. environment, exploitation, equipment, technologies, norms and limits, safety, labor protection, fire security.

The said matrix will show the quantity and urgency of evolvement of the normative base for each field depending on the priorities of the policy on standards in the said field.

KIMEP has significant local and foreign scientific potential, has an access to the world's research centers, has the possibility to create a unique information database on potential guidelines of scientific activity.

Today there is an urgent necessity to evolve normative documents for the following fields of Kazakhstani economy:

- Oil
- Gas (Amangeldy field)
- Exploitation of the main oil and gas pipe lines
- Oil reprocessing
- Ferrous metallurgy
- Non-ferrous metallurgy
- Mining

Guideline II. Creation of the information data bank on the development of the promising for Kazakhstan trend of construction of mini-plants on processing oil products.

Lack of the developed infrastructure of oil pipelines; existence of plenty of small oil fields which don't fall under the category of industrial ones; poorly developed transport net and regional infrastructure; small investments in similar projects - all these issues are quite acute and are quite attractive projects.

One of the actual aspects is production of oil bitumen. Kazakhstan does not produce it. The said proposal is based on the quality of the Kazakh oil on certain oil fields, particularly, in Karajanbas, which contains heavy fractions and is not willingly bought at the world market.

KIMEP could:

- Render methodical and methodological literature, and project documentation;
- Be engaged in evolvement of business-plans on projecting, construction and putting into effect of mini-plants;
- Attract foreign specialists to render service in this field.

Guideline III. Enhancement of safety measures on the ventures where there is a higher risk for workers of oil & gas, and ferrous and non-ferrous metallurgy. The issue is introduction of the system of the Declaration of industrial safety – system of measures, facilitating protection of labor at the enterprises with higher risks in accordance with the world standards.

Note: This aspect represents significant importance due to negative moments of the activity of foreign and domestic companies and requires special research with the follow up involvement of recommendations on the state level. This is why formulation of this guideline itself is a scientific research.

3.3 Conclusion

Arrangement and coordination of the applied scientific research in the said directions could be conducted by KIMEP Research Center with the attraction of KIMEP's staff, foreign researchers, as well as by using students potential of bachelors and masters programs.

In our view, applied-scientific research would allow KIMEP to:

- come to Kazakhstani market with proposals of mutually beneficial, real and politically beneficial cooperation;
- have stable revenue in the KIMEP budget for a long perspective (most modest calculations show that today Kazakhstan is in the demand of involvement of almost **3000** normative acts in the fields of oil & gas and ferrous and non-ferrous metallurgy, and mining, whereas involvement of one normative act costs from USD 5000 to USD 15000. Hence, according to the international practice, the legislation of any country requires that normative acts be renovated every three-five years);
- facilitate development of the scientific activity of KIMEP.

The Corporate Development department welcomes any comment and proposals regarding the present conceptual view.

4. RESEARCH TRAINING MANAGEMENT PLAN

The university's research training plan is based on four main foundations:

- research training aligned with the research concentrations identified in the research plan
- controlled growth in research student numbers
- student-centred research degree programs, management and support systems
- quality assurance mechanisms to maintain a high quality research training environment

Alignment with research concentrations

The University aims to ensure that research students are encouraged (but not restricted) to enrol in research groups. These provide research-rich environments in which students benefit from

- a vibrant research atmosphere
- a number of peers to provide discussion and mutual support
- regular seminar series, including student seminars
- enhanced resources to support the research program
- a collection of expertise on closely related research topics and research methodologies

Controlled growth in research student numbers

Having started from a very low base at its inception in 1992, the university has sought since then to increase the number of students enrolled in research degrees. However, it has been careful to do this in a controlled manner so that quality of supervision and research degree management programs have been maintained at a high level. In particular, the growth in research degree enrolments has not been allowed to outstrip the growth in research capacity of the university staff or the growth in financial support for research projects.

The following policy was approved by the Academic Council in November of 2002:

- Any KIMEP doctoral program at KIMEP will allow for strategic alliances with other universities with the approval of the Vice President of Academic Affairs. KIMEP invest money into developing research infrastructure to support future doctoral programs.
- The Faculty Code of Practice be amended in ways which incorporates research and supervisory activities into the workload of the faculty.

The full proposal for the Doctoral Program is as follows:

The KIMEP doctoral program

Due to the accreditation process in which we are now actively engaged, KIMEP will be required to have 60-70% of all teaching faculty with doctoral qualifications by 2006. Given the fact that a doctoral program takes anywhere between 2 and 6 years to complete (depending on the type of research, motivation of the doctoral student and supervisor/institutional support) it's obvious that KIMEP needs to address this issue **URGENTLY**, as only 23% of current teaching faculty have terminal qualifications.

Key points of the doctoral program:

- KIMEP is now mature enough to offer our own doctorate.

- The program will go slowly, with tight restrictions on admissions ensuring a high quality program and a good reputation/brand image for KIMEP.
- There shall be a KIMEP doctoral committee under the chairship of the Dean of Research. This committee shall be appointed by the KIMEP Council. This committee will act as the auditor for all doctoral programs. It will develop structure of the program, admission and study policies, review policies, monitoring and quality assurance policies. Each department will have its own doctoral committee to manage the program. Departmental committees will determine the disciplines in which a doctoral program could be launched and make recommendation to the College Council. The College Council will then make recommendation to the KIMEP Council. KIMEP doctoral committee will study the recommendation on behalf of the KIMEP Council and insure that quality and standards are maintained.
- Initially 5 streams are proposed which would allow for maximum long-term growth in all major target markets globally (as well as accommodate many current faculty situations):
 - a. The Commonwealth Model
 - b. The American Model
 - c. The Professional Model
 - d. The Academician Model
 - e. The Letters Model
- Each of these streams would share common courses, but the proportion of credits required for the thesis (and therefore, the amount of time and effort) would significantly differ, as follows:
 - a. The Commonwealth Model is 90-100% thesis work, only requiring those without any experience in carrying out independent research or anyone who has not had research methods and statistics at an undergraduate or master's level to take such courses at the beginning of their program.
 - b. The American Model requires 50-75% course work, which are usually master's level courses (which KIMEP already offers) requiring independent research projects on a semester basis in addition to the master's level requirements/assessments. Students would also enroll in courses entitled "Seminars" (which can be used in conjunction with the Research Center objective of ongoing Research Seminar Series in each Department with the papers published in a working-pages series). The remainder of the credits in this model would be a dissertation (smaller version of Commonwealth thesis) which would less effort and time compared with the Commonwealth model.
 - c. The professional doctorate would be targeted to high-ranking officials in government, organizations, companies and other industrial bodies. Middle to Senior Managers with more responsibilities and less time can propose an Action Research methodology which incorporates the duties/tasks they are already performing in their employment as the foundation of a series of projects and written assignments structured in a 1003 course-work curriculum which allows the teaching faculty to tailor each course to the individual. For example: Proposal, Ethics; Res. Methodology, Project 1, Project 2, Project 3...
 - d. The Academician Model is called many things in different countries, but in many developing economies allows for the transition from academics being required to have only master degrees to being required to have doctorates.
 - e. Older academics or research consultants may have a long history of publications in journals, books, or consulting reports, but (for whatever reason) were unable to obtain a doctorate. In these instances, a compilation of published and unpublished work, authored by the doctoral candidate, can be submitted in a new and different framework that adds to the body of knowledge in a particular discipline.
 - f. The Doctor of Letters stream is for high profile, high-ranking politicians, Nobel-prize winners, good Samaritans, philanthropists and patriots of KIMEP. Anyone donating a very large sum of money or making in-kind donations to KIMEP, can be considered for this Honour. Presentations should be made at the Graduation ceremony and customarily after this individual delivers the commencement speech.

In view of the fact that KIMEP follows North American style Credit System for all its academic programs, the members voted unanimously to adopt American Model for the Ph.D/DBA program. However, other models may be considered at a later time upon the recommendation of the Dean of Research, and R & D Committee of the KIMEP Council.

It is also noted that the Letters Model outlined in (f) is already practiced by KIMEP, and therefore, it does not need further approval.

Provision of supervision and resources

To ensure that research degree students are properly catered for the University must carefully consider prior to admission not only the student's qualifications and background, but also its own capacity to provide appropriate supervision and resources for the student's research training and research program. Before a student can be admitted to candidature, each department must be satisfied that:

- an appropriate principal supervisor is available and willing to supervise. The supervisor must have a Ph.D with extensive experience in teaching and research.

- the supervisor has the capacity, particularly with respect to workload, to undertake the task
- at least one associate supervisor is appointed
- the proposed research program is appropriate for the recommended course
- ethics and safety approvals will be obtained and appropriate OH&S operating procedures will be followed
- appropriate physical resources are available to support the research

Associate supervisors

1. Associate supervisors can be from other universities and organizations, such as experts from industry in the area of thesis/dissertation. If an industry expert is identified with 10 or more years of expertise but without a doctoral qualification, this person may act an Associate Supervisor under the guidance and supervision of the Principal Supervisor.
2. Adjunct appointments can be made for part-time or non-KIMEP employees at Assistant, Associate or full professor levels but without monetary compensation for the purpose of acting as an Associate Supervisor. However, full-time faculty members supervising 5 or more doctoral students will be compensated with reduced teaching loads, at the discretion of their Departmental Chair and approval of the Dean. Details will be considered by the T&P Subcommittee and added to the FCP 2000 document. (i.e. successfully supervised 5 doctoral students to completion within 2-year period is grounds for promotion to the next level.

Examination/Thesis Committee

Examination Committee (EC) will be chaired by the Principal Supervisor and will consist of 3 internal (KIMEP) faculty members who have doctoral qualification (Chairs, 1of 3) and 2 external, non-KIMEP faculty members who have doctoral qualifications. Members of the EC who will be recommended by the department to the KIMEP doctoral committee for approval.

Structure of the program

American model is based on a Doctoral degree be awarded through combination of course and thesis work. Students are required to complete a certain number of credits in the course work. After this phase is successfully completed, students are required to present the research proposal to the department. If accepted, the department then will appoint principal and associate supervisors. Full details of the structure and any amendment thereafter, will be developed by the KIMEP doctoral committee and presented to the Vice President Academic Affairs. VPAA will then, in collaboration with the Dean of Research, present the structure to the KIMEP Council for final approval

Research Degree Coordinators

The University has Research Degree Coordinators based in Colleges, Departments, and Groups. The Coordinators play an important role in overseeing many aspects of research degree management, including admissions, annual review of progress and variations to candidature. They also have an important counselling role, being available to students who need advice beyond the normal supervision channels, or as a first port of call to defuse disputes between student and supervisor. As research student numbers the number of research degree coordinators will also be increased, with the intention that no coordinator should be responsible for more than 50 students.

Annual Review of Progress

Every research degree student is required to complete an annual review of progress, which involves separate discussions with their supervisor and research degree coordinator. Completion of a satisfactory progress report is a prerequisite for re-enrolment in the following year. The annual review serves a very useful purpose of prompting self-evaluation, keeping the student on track towards timely completion of their degree. It also alerts research degree coordinators to supervisory problems, and allows early identification of other issues such as dissatisfaction with resources.

Other support systems

A comprehensive student handbook is available to all research degree students, either in paper form or on the web. This provides students with information on all relevant university policies, procedures, academic regulations, codes of good practice, scholarships, guidelines for preparation of research proposals and theses, and many other useful details.

The Library provides regular training sessions on a range of topics such as effective database searching, English language classes are arranged through the Language Centre, student counsellors are available to assist with personal problems and the Dean of Student Affairs Office and student government provides student representation and support.

Quality assurance mechanisms

There is a web of quality assurance devices designed to maintain a high standard research training environment and research degree supervision.

Policy on quality assurance in research degrees

A central university policy to specify quality assurance mechanisms for research degrees is under development for implementation in the year 2004. The main features of this policy are coordination of all aspects of the research training environment, and tight linking of the quality assurance process to the University's policy making and planning cycle. The Dean of Research is responsible for the overall quality assurance in collaboration with VPAA, Academic Deans, Departmental and KIMEP doctoral committees.

Research Register and supervisor training

The Register of qualified research degree supervisors is an important element of quality assurance in research training. All staff who qualify for the Register must undergo (or have undergone) a supervisor training program. During 2003 the policy concerning the Register will be revised and strengthened to promote adherence to the Code of Good Practice in Research Degree Supervision (see below) and to establish ongoing training for all supervisors.

Code of Good Practice

The university promotes a Code of Good Practice in Research Degree Supervision that sets out the responsibilities of research degree supervisors, coordinators, candidates and the university. Awareness of this Code is promoted among all parties through student and staff induction programs, information packages for students and research degree coordinators, and supervisor training programs.

Admission procedures

The general procedures will be devised by the KIMEP doctoral committee and approved by the KIMEP Council. This will be a key mechanism for maintaining a high quality research training environment because they ensure that the university explicitly considers its responsibilities to provide appropriate supervision and resources for every student before their candidature can commence. An important feature (discussed below) is that students can only be admitted to doctoral degree program after the approval of the departmental and KIMEP doctoral committees. The departmental committee must certify to the KIMEP doctoral committee that appropriate resources are available to support the proposed program.

Dissemination of "best practice"

In 2004 a system is being initiated in which various aspects of research degree management are discussed on a regular basis in the University's Doctoral Degrees Committee. The committee includes representatives of each college and department. The discussion program has the benefit of bringing forward examples of good procedures that may have been developed in one section of the university, which can then be adopted by other sections.

Planned developments in research degree management

Research degree management is under continual review in the University to ensure that procedures are efficient and effective. It is planned to introduce in the near future electronic forms to supersede paper forms covering admission to candidature, annual reviews of progress and variations to candidature. This will bring greater speed and traceability, and will be particularly beneficial for those forms, which require several approvals to be obtained.

Plans to allow more versatile forms of thesis presentation, including the possibility of electronic submission of theses, are under consideration.

5. RESEARCH MANAGEMENT SUPPORT

The aim of the research management system in the University is to:

- provide timely information on research opportunities and support researchers and research groups in applying for grants
- establish clear and objective procedures for resource distribution
- review research performance
- develop efficient coordination of research management spanning the full range of research funding sources
- provide the administration and management of research degrees
- provide effective support to ensure that research occurs in an environment reflecting the highest possible ethical standards, and
- develop effective partnerships with the end-users of the University's research

Research Management Support Structure

Research Management is under the control of the Dean of Research supported by :

- KIMEP doctoral committee
- Departmental doctoral committees
- KIMEP Research and Development Committee
- KIMEP Center for Research and Development

Research Centre has the prime responsibility for administration of all University and National Competitive Grants, implementing policy directives of Research and Development Committee, ensuring that the University's research reflects the highest possible ethical standards.

Project Management System

The University has recently implemented an intranet proposal logging system, the Project Quality System (PQS), on which business development managers enter details of proposals submitted to external clients. The PQS provides a quality assurance mechanism enforcing necessary authorisations, verifying researcher capacity, appropriate costing and pricing and risk management analysis. It forms an important element in the University's overall project management system.

Communications

The timely provision of information is an essential feature in developing a research culture. Research Service produces a number of publications, which list current research granting opportunities, policy changes and items of research news. Two externally focused publications are produced annually, 'Applying Knowledge' - describing the University's research capability and 'Research Highlights' - stories arising from the University's research activities.

Research Data Collection

The University has developed a database of all researchers, research projects and research granting sources. Data on research finance and outputs is collected annually, usually through January and February.

This database is used:

- to produce Department, College and University research profile data
- to increase efficiency of research management in the University
- to minimise need for repetitious collection from individuals
- to provide strategic advantage in research resource management

VII.4. Admission Policies and Procedures

KIMEP COLLEGES AND PROGRAMS

- **Bang College of Business** offers the following degree programs:
 - Bachelor of Science in Business Administration and Accounting (BSc);
 - Master of Business Administration (MBA).
- **College of Social Sciences** offers the following degree programs:
 - Bachelor of Arts in Economics (BAE);
 - Bachelor of Social Sciences in International Relations (BSS in IR);
 - Bachelor of Social Sciences in Public Administration (BSS in PA);
 - Bachelor of Arts in International Journalism (BAIJ);
 - Master of Arts in Economics (MA);
 - Master of International Relations (MIR);
 - Master of Public Administration (MPA);
 - Master of Arts in International Journalism and Mass Communications (MIJMC).
- **College of Continuing Education** administers the following programs:
 - Undergraduate Provisional Program; and
 - Pre-MBA (pre-master's) program.

I. GRADUATE AND UNDERGRADUATE ADMISSIONS POLICIES

For students educated in Kazakhstan:

1. All KIMEP applicants are required to submit a completed standard KIMEP application file, accompanied by the application fee of \$15 (fifteen). This fee is non-refundable and is charged for processing applicant's documents and creating an applicant's personal file.

2. The Admission and Information Center determines the completeness of the application file and checks if the applicant qualifies for entrance examinations.
3. The President of KIMEP appoints members of the KIMEP Admission Committee upon recommendation of the KIMEP Executive Committee upon suggestions of colleges. Each college forms the College Admission Committee (further "college"), which determines the admission criteria for a particular program and then selects candidates according to the established criteria. These admission criteria and eligibility of applicants are then approved by the KIMEP Admission Committee.
4. Upon invitation to the examinations and payment of all required fees (application and exams fees), the applicant is prescribed a seat in the examination halls.
5. The examinations of undergraduate applicants for those educated in Kazakhstan are the standard Complex Test (in Russian or in Kazakh languages) administered by the National Testing Center, subject to the regulations of the Ministry of Science and Education and the KIMEP English Entrance Exam prepared by the KIMEP Language Center. The entrance test fee is \$10 per test.
Any undergraduate applicant, who can show proof of a valid SAT score (for Bang College of Business – the minimum SAT score is 1000 (total of both sections of the test) and for College of Social Sciences –SAT scores of 450 on the Verbal section and 500 on the Quantitative section) or an ACT score of 23 (for both colleges), shall be exempt from the Complex Test with no fee payment for this exam.
6. All applicants who graduate from high school in 2005 must submit their certificates of Unified National Testing (UNT) if admitted. High school graduates of past years, graduates of vocational colleges and professional schools, high school graduates who were abroad on an international exchange program, graduates of high schools with Uzbek, Uighur, and Tadjik languages of instruction are not required to submit the UNT certificates.
7. All Altyn Belgi winners of previous years must pass all the required examinations like any other applicant. The admission decision will be based on their entrance scores in Complex Test and KEET.
8. Winners of Republican and International Olympiads and Scientific Competitions on General Education subjects who received diplomas of the I, II and III degrees in the current year are exempted from the Complex Test in case if a subject of the Olympiad is the same as the program for which the applicant is applying. The colleges will determine the similarity of subjects for the winners of these competitions. Entrance results will be equal to the highest possible scores of Complex Test (which is 90: 30/30/30 in each section) and are admitted to the student body on the basis of an application and submission of the certificate of the Unified National Test. However, these applicants are required to take the KIMEP English Entrance Exam.
9. Graduate applicants must pass two entrance examinations: KIMEP Graduate Entrance Test (KGET) and KIMEP English Entrance Test (KEET). The KGET can be taken in English or Russian. The second examination is a test of English. The fee is \$10 per examination.
If a graduate applicant has valid official results for the GMAT test (with a score 540 or above for Bang College of Business and for College of Social Sciences – GMAT score in the 40th percentile) or GRE exam (with the following scores: verbal – 400 (or above), quantitative – 500 (or above), and analytical – 3 (or above) out of 6), may be exempt from the first exam (upon consideration of the college). The validity of the tests is 3 years.
10. Graduate and undergraduate applicants who can show proof of a valid TOEFL score of 500 or above (computer TOEFL 173 or above) or a valid IELTS score of 5.5 (the validity of these test certificates is 3 years) shall be exempt from the KIMEP English Entrance Test with no fee payment for this exam.
Graduate and undergraduate applicants who have studied in English speaking countries for more than two years can be exempt from the KEET upon proof of residence in such country for more than two years, the recommendation of the KIMEP Language Center and upon the decision of the Admission Committee.
11. Candidates will be informed of their scores and of the decision of the Committee once this information is available. For admission to KIMEP undergraduate programs it is mandatory to submit the certificate of the Unified National Test.
12. Once applicants are admitted to the student body of KIMEP and receive an official student status, they must provide the Admission and Information Center with the original attestat, confirming graduate status from a high school for undergraduate students and the original diploma, confirming graduate status from a university/institute for graduate students. Undergraduate students must also submit their certificates of the Unified National Test. These original documents must be submitted to the Admission and Information Center by the beginning of the registration period of the first semester. New students who fail to submit these original documents will not be allowed to begin their studies at KIMEP.
13. Applicants may appeal their entrance examination results to the Committee within 24 hours upon posting. Appeals concerning the decision of KIMEP on admission or rejection will not be considered.
14. There is an administrative charge of 500 Tenge for appeal for each exam.
15. KIMEP reserves the right to modify entrance criteria for any program for different intakes.

Requirements for Students Educated Outside of Kazakhstan (Undergraduate & Graduate Admissions)

The Complex Test that is administered in Kazakhstan emphasizes subject matters that are intensively taught in the Kazakhstan school system but not elsewhere. Thus it is not reasonable to expect those students educated elsewhere or by other systems to be able to pass it. KIMEP therefore has the following policies:

1. A KIMEP Undergraduate Entrance Exam will be written in English and Russian and administered to students who have been educated outside of Kazakhstan.
2. This examination will have a format similar to internationally accepted examinations such as the SAT or ACT tests used in the United States.
3. Participation in the Complex test will be voluntary; those educated outside Kazakhstan, who prefer to take the Complex Test will be allowed to do so.
4. All candidates will also take the KIMEP English Entrance Test.
5. Exam fee is \$10 per examination.
6. Any undergraduate applicant, who can show proof of a valid SAT score (for Bang College of Business – the minimum SAT score is 1000 (total of both sections of the test) and for College of Social Sciences –SAT scores of 450 on the Verbal section and 500 on the Quantitative section) or an ACT score of 23 (for both colleges), shall be exempt from the KIMEP Undergraduate Entrance Exam with no fee payment for this exam.

If a graduate applicant has valid official results from the GMAT exam (with a score 540 or above for Bang College of Business and for College of Social Sciences – GMAT score in the 40th percentile) or GRE exam with the following scores: verbal – 400 (or above), quantitative – 500 (or above), and analytical – 3 (or above) out of 6 (the validity of the tests is 3 years), may be exempt from the first exam (upon consideration of the college).

7. Applicants who have studied in English speaking countries for more than two years can be exempt from the KEET upon proof of residence in such country for more than two years, the recommendation of the KIMEP Language Center and upon the decision of the Admission Committee.

Applicants, who can show proof of a valid TOEFL score of 500 or above (computer TOEFL 173 or above) or a valid IELTS score of 5.5 (the validity of these test certificates is 3 years), shall be exempt from the KIMEP English Entrance Test with no fee payment for this exam.

8. Applicants educated outside of Kazakhstan are required to submit the same documents, or their international equivalents as applicants educated in Kazakhstan. For undergraduate applicants this must include evidence of graduation from a secondary (high) school and transcripts covering the last three years of secondary education; without these documents new students will not be allowed to begin their studies at KIMEP.
9. A particular KIMEP College determines the admission criteria for a particular program and then evaluates candidates to determine whether they meet the established criteria. Then admission criteria and eligibility of applicants will be considered and approved by the Admission Committee of KIMEP upon recommendations of the departments/colleges. The process of notification, evaluation and matriculation shall comply with the same rules as for the citizens of Kazakhstan as listed above.
10. Applicants for a graduate program, who can show proof of graduation from a University/Institute, where the language of instructions was English, shall be exempted from the KIMEP English Entrance Exam

Admission policies for KIMEP graduates to other KIMEP programs

1. KIMEP graduates of the current year and undergraduate students wishing to apply for a KIMEP graduate program shall be exempt from the entrance exams if they have fulfilled all graduation requirements for their program or if they are short of no more than 15 credits for graduation, with an overall GPA no less than 3.0.
2. Any undergraduate student of KIMEP who were admitted to a graduate program as outlined in the previous provision but who failed to attain their undergraduate degrees at KIMEP are not eligible for studies in the graduate program.
3. KIMEP colleges reserve the right to reject a student's request for admission regardless of his/her GPA.
4. Undergraduate students admitted to a KIMEP graduate program may transfer up to 30 credits (no more than 50% of the total number of credits of a program).
5. To enter another KIMEP program students must submit all the same documents as required for all other applicants and pay the admission and examination fees (if applicable).
6. Master's graduates of the current year and graduate students of KIMEP wishing to apply for another master's program may be exempt from the entrance examinations upon the approval of the Department/College. Such applicants should submit a request to the Admission and Information Center along with their transcript and payment report.

Undergraduate Transfer Admissions

Some students may wish to transfer from other universities and to transfer credits from those universities to KIMEP and continue their education here. The following rules govern such transfer applications.

1. Students of a daytime program of other institutions of higher education can transfer to KIMEP only after the completion of the first semester of studies at the previous university.
2. All transfer students pay the application and exam fees as any other applicant.
3. Students who wish to transfer must provide the Admission and Information Center with all required documents for transferring students, including official permission to transfer from a previous university signed by the Rector of the University along with the official transcripts and course descriptions from all post-secondary institutions they have attended.
4. Undergraduate students educated in Kazakhstan who wish to transfer must provide the Admission and Information Center with proof of their earlier successful completion of the standard Complex Test or a certificate of the Unified National Test regardless of the date when the test was taken.
5. All candidates will also take the KIMEP English Entrance Test.
6. Applicants who can show proof of a valid TOEFL score of 500 or above (computer TOEFL of 173 or above) or a valid IELTS score of 5.5 (the validity of these test certificates is 3 years), shall be exempt from the KIMEP English Entrance Exam and with no fee payment for this exam.
7. A particular KIMEP college determines the admission criteria for a particular program and then evaluates candidates to determine whether they meet the established criteria. Then admission criteria and eligibility of applicants will be considered and approved by the Admission Committee of KIMEP upon recommendations of the departments/colleges.
8. Upon admission with the status of transferring student, all documents will be sent to the college to which the student has applied. The college decides which courses taken at the previous university can be considered for transfer of credit counted towards the KIMEP degree sought by the applicant and what KIMEP requirements those courses fulfill.
9. Credit for courses will only be given for courses that are similar to those offered by KIMEP based upon a comparison of course descriptions. So it is in applicant's best interest to provide complete and clear information to the college about courses taken and its full description, confirmed by the institutions he/she has attended.
10. Credit for courses not similar to those offered at KIMEP may not be transferred.
11. Credits for courses taken at institutions of higher education that do not have a credit-style system may be transferred. The amount of actual credits is to be decided by the committee of the college to which the student desires to enter.
12. Credits for courses taken at other institutions of higher education will only be transferred to KIMEP if the student has earned a "C" or better in the course. In case credits are transferred from Kazakhstan/CIS institutions of higher education, credits will be transferred if the student has earned a "satisfactory" grade and above.
13. The Office of the Registrar will enter such credit in a student's KIMEP transcript, with a remark that it was earned at the student's previous university upon receiving verification of academic compatibility from the appropriate college in written form.
14. No grade will be assigned to transfer credits/courses. The only credits/courses that will count towards a student's GPA are those that the student has completed at KIMEP.
15. Only a maximum of 50% of KIMEP degree credits can be transferred either for undergraduate or graduate students. Exceptional cases are to be approved by the College Committee and the Dean of college.
16. Once admitted transfer students will have the same rights as any other KIMEP student.
17. For the purposes of tuition payments, transfer students will be charged at the rate of the current year.

Graduate and Undergraduate Non-Degree Students

Any interested individual is invited to take any classes they desire on a contractual basis as non-degree students. The following rules govern non-degree students:

1. Non-degree applicants are required to submit all required documents for non-degree students to the Admission and Information Center to acquire a Student ID number.
2. Non-degree students are eligible to take a maximum of 18 credits (6 courses) per academic semester, and only the courses for which they meet prerequisites to. Exceptions to this are to be approved by the Chair and Dean of College.
3. Non-degree students are responsible for paying all tuition fees before registering for the courses. Registration for courses will only be allowed upon receiving payment in full for all courses in the term. Tuition fee for any course taken by a non-degree student will be charged at the rate of the current year.

4. Any non-degree student who seeks admission to KIMEP as a regular student must follow all admission policies as outlined in the previous paragraphs.
5. Any non-degree student who enters KIMEP as a regular student may apply for transfer of credits, earned at KIMEP during their non-degree study.

II. STANDARDIZED ADMISSION CRITERIA AT KIMEP

KIMEP has introduced the **Standardized Admission Criteria**. Below is the list of general admission criteria to KIMEP. Each KIMEP college shall choose at least 4 criteria from the below list that are believed to be the most important for one or another college. The colleges will also set weight for each of the established criteria.

1. Application file
2. Standard Complex Test/ Unified National Test Certificate/ KIMEP Undergraduate Entrance Exam - for undergraduate applicants and KIMEP Graduate Entrance Exam – for graduate applicants
3. KIMEP English Entrance Exam
4. Academic History
5. Awards
6. Work experience no less than 2 years or a personal statement (for graduate applicants only)

*Colleges reserve the right to introduce additional criteria for selection upon their consideration if necessary.

III. ENTRANCE EXAMINATIONS

Graduate Programs:

1. KIMEP Entrance Exam for Graduate Students (in Russian and English languages)
2. For MIJMC only: "Writing Skills" Test
3. KIMEP English Entrance Exam
4. For IJMC only: Interview

Undergraduate Programs:

1. Standard Complex Test (in Russian or in Kazakh languages) in three subjects: Russian/Kazakh, Math, History of Kazakhstan. BAIJ applicants write an essay and are not required to take the mathematical part of the Complex Test.
2. For applicants educated outside of Kazakhstan only: KIMEP Undergraduate Entrance Exam (in English and Russian languages).
3. KIMEP English Entrance Test.
4. Interview if necessary (in written or oral form).

Substitution of entrance exams by valid scores of the international tests:

1. TOEFL with valid official score of 500 or above/computer TOEFL with valid official score of 173 or above - for KIMEP English Entrance Exam.
2. IELTS with valid official score of 5.5 or above - for KIMEP English Entrance Exam.
3. SAT (for Bang College of Business – the minimum SAT score is 1000 (total of both sections of the test) and for College of Social Sciences –SAT scores of 450 on the Verbal section and 500 on the Quantitative section) – for KIMEP Undergraduate Entrance Exam.
4. ACT with valid official score of 23 or above - for KIMEP Undergraduate Entrance Exam.
5. GMAT and GRE with valid official score (see below by programs) – for KIMEP Graduate Entrance Exam.

MIR/MPA programs:

GRE valid official score:

Verbal Test:	400 or above out of a possible 800
Quantitative Test:	500 or above out of a possible 800
Analytical Test:	3 or above out of a possible 6

GMAT valid official score: at the 40th percentile

MBA program

GMAT valid official score: 540 or above

MA/MIJMC program

No international tests scores will be substituted for KIMEP Graduate Entrance Exam for applicants from MA and IJMC programs.

IV. REQUIRED DOCUMENTS FOR APPLICATION

The admission decision of any KIMEP college will be made based on and according to the information and documents, which applicant has submitted during application process, and on the results of entrance examinations. Set of application document has to be complete and shall include all required documents, while missing documents or information might be resulted in rejection to accept applicant's file as well as in rejection for admission to KIMEP.

According to the Standardized Admission Criteria at KIMEP, the following documents shall be presented by any of the applicants:

Graduate Programs:

1. Completed application file, including Application Form to KIMEP
2. 4 photos
3. Medical certificate # 086-Y and proof of an X-ray check (phluocard)
4. Copy of the passport or ID (original passport/ID shall be presented during application process to verify an individual)
5. *Copy of diploma/diplomas (or Spravka from the university certifying that an applicant is graduating/last year student)
6. Copy of the university transcript
7. Resume/CV in English (covering work experience) and all certificates/honors, rewards in the field of study that a student is applying for and all other certificates/honors, and awards (in English language, in sport, etc)
8. 2 letters of recommendation from school, university, work
9. Essay:
MIR and MPA programs: for 1 page covering an applicant' interest of study at KIMEP
MBA program: "Where do you see yourself in 10 years, and how will MBA from KIMEP help you get there?"
No essay is required for MA or MIJMC programs
10. For MIJMC only: 3 works (published articles, audio works, video works)

Undergraduate Programs:

11. Completed application file, including Application Form to KIMEP
12. 4 photos
13. Medical certificate # 086-Y and proof of an X-ray check (phluocard).
14. Copy of the passport or ID (original passport/ID shall be presented during application process for verification)
15. *Copy of an attestat (or Spravka from school certifying that an applicant is graduating/last year student)
16. Copy of transcripts (Table of Grades from schools for 9-11 grades for graduating/last year student)
17. Document certifying the specialization of the school/class of an applicant
18. All certificates/honors, rewards in the field of study that an applicant is applying for and all other relevant certificates/honors, rewards (in English language, in sport, etc)
19. Certificate of "Altyn Belgi", Certificates of Republican and International Olympiads and Scientific Competitions on General Education subjects and granted with diplomas of the I, II and III degrees in the current year.
** Originals of attestat must be submitted to the Office of the Registrar before Fall 2005 semester in case you are admitted.*

V. OFFER OF ADMISSION

1. Admission at KIMEP is based on the results of entrance examination scores and applicants' academic background.
2. KIMEP Admission Committee upon recommendation of KIMEP colleges establishes the admission criteria for the new entrants. The criteria may vary from program to program and decisions about offer of admission are based on the established criteria.
3. Undergraduate applicants who indicate their preferences for programs on the KIMEP application form are considered according to these preferences. These preferences are then considered for admission. For example, if an applicant indicated "BAE" as his/her first choice and "BSc" as his/her second choice, he/she will be first considered for the BAE program, and in case of not satisfying the admission criteria for the BAE program he/she will then be considered for BSc and so on. Therefore some applicants may be offered admission and placement according to their second or third preference.
4. In case the Admission Committee of KIMEP finds that an applicant does not meet the established criteria for passing scores for a certain examination(s) in full, he/she may be offered a status of Provisional student. The academic program of such students is determined by the Admission Committee upon recommendation of colleges.

5. By accepting the offer of regular or provisional admission students agree to follow the rules and regulations as outlined in the KIMEP catalog and other official KIMEP documents.

Reapplication between intakes within one year

KIMEP traditionally has two admission periods for all applicants. Applicants are welcome to apply in March and in late April/early May. Entrance examinations are held in Almaty and several other major cities of Kazakhstan, and may also be held in other regions of Central Asia. Some applicants may wish to participate in both intakes. The following rules govern the reapplication process between intakes.

1. Those applicants who were not admitted during the first intake may reapply for the second intake of the same admission year. An applicant does not need to re-submit all their documents; however s/he must pay a \$5 re-application fee. If the scores earned by an applicant in the first intake in any of the tests (KEET, KSAT, Complex Test, Journalism essay, and KGET) satisfy the selection criteria of that intake, these scores remain valid for all intakes, if an applicant wishes to keep these scores in their records.
2. Applicants who gained admission in the first intake and wish to participate in the subsequent intake may do so.
3. Applicants may take the entrance exams only once within one intake. Violating this rule will lead to annulling the applicants' entrance results and these individuals will not lose their right to enter KIMEP.

Financial aid application

1. Applicants wishing to be considered for financial aid must submit the required documents to the Office of Financial Aid along with their admission documents. Late applications will not be accepted and processed.
2. Decisions of financial aid distribution will be made prior to beginning of studies in the Fall semester 2005.
3. For full information on the required documents, application and distribution process see other information material or contact the KIMEP Office of Financial Aid.

VI. FINANCIAL AID POLICY

The high quality of KIMEP's academic programs has gained acknowledgement and recognition in the Republic of Kazakhstan and abroad. Unfortunately, these programs are expensive to produce. Thus, the cost of attending KIMEP is too high for many excellent and otherwise qualified students. The principle reason why our programs are costly is because our instructors, faculty, and administrations receive salaries on par with those in the west. This means that our Institution is open and transparent; however, it also means supporting this system of education is expensive.

We firmly believe that our mission is to serve the people of the Republic of Kazakhstan. Therefore, we have implemented a system of financial aid and support for our students. Moreover, we are dedicated to the principle that any qualified student that desires to study with us should be allowed the opportunity to seek out those resources required to do so. The Student Financial Services Sector is committed to the goal of providing the economically disadvantaged who have highest test scores/GPAs with the maximum amount of funding as possible.

The means of the distribution of aid is through the Admission and Scholarship Committee, which is appointed by the President of KIMEP. The Committee is responsible for the accurate and fair distribution of all money that is received by KIMEP, as well as other non-traditional forms of scholarships that are detailed below. While every effort is made by the Committee to disburse all money in a fair and equitable manner, it is the responsibility of the students to ensure that the Student Financial Services Sector has all necessary documents to correctly process their applications. The decision of the Admission and Scholarship Committee, as approved by the President of KIMEP, is final. All decisions of the Committee are non-negotiable. KIMEP reserves the right to distribute non-designated scholarship money, the work-study tuition discounts, and tuition waivers in any way it sees fit. KIMEP makes no connection between the distribution of scholarships, grants, tuition waivers, work-study tuition discounts and any other forms of financial aid with payment deadlines.

While the Institution always attempts to distribute money, waivers and discounts before tuition deadlines, this is not always technically possible. Thus, students and prospective students need to be prepared to pay all tuition and fees according to established KIMEP regulations and tuition deadlines, even if they apply or intend to apply for financial aid or work-study tuition discounts. Students are responsible for paying any tuition or fees at the established payment deadlines.

KIMEP makes no promise of financial aid, work-study tuition discounts, or dormitory space to any student or individual.

KIMEP reserves the right to modify, amend or take away any amount of scholarship money, grants, tuition waivers, and work-study discounts from any student. Students who fail to achieve high grades, students who are placed on academic or non-academic probation, for example, are at risk of losing any or all of their scholarships, tuition waivers or discounts. Moreover, all tuition waivers are subject to the university financial situation. Even if a student qualifies for tuition waiver, it does not mean it is automatic if the Institution believes it is contrary to its financial interest. No scholarship, work-study tuition discount, tuition waiver or award is automatic and may be changed due to financial considerations without notice by the administration, even after it has been awarded by the Scholarship and Admissions Committee. This point does not include designated scholarships provided by companies, organizations or individuals.

TYPES OF FINANCIAL AID

Scholarships

Scholarships are a traditional form of financial aid. Donors, corporations, individuals, and other sponsors give money to KIMEP that is specifically designated to be distributed to either graduate or undergraduate students in the form of tuition subsidy. Unfortunately, because the amount of funds that our sponsors provide varies from year to year, the Student Financial Services Sector is unable to offer interested students an exact figure marked for distribution. Awards of scholarships are based upon verifiable financial need of an applicant as well as academic standing. The criteria for the establishment of financial need may be found further in this document under the heading of "Qualifications for Financial Aid".

Tuition Waivers and Tuition Discounts

Other forms of aid include tuition waiver and work-study tuition discounts.

Non-Work-Study tuition waivers:

- The Altyn Belgi Scholarship
- The Central Asian Scholarship
- The Nursultan Nazarbaev Scholarship
- The KIMEP Presidential Tuition Waiver
- The KIMEP Dean's Tuition Waiver
- The KIMEP Employee Tuition Waiver
- Tuition Waiver for Children of KIMEP Employees

Work-Study tuition discounts:

- Discounts for Children of Pensioners
- Discounts for Children with Single Parent
- Discounts for Orphans
- The Ethnic Minority Tuition Discount
- The KIMEP Family Tuition Discounts

The distribution of these discounts and waivers are not automatic and varies from year to year. The Scholarship and Admissions Committee reserves the right not to grant these discounts and waivers due to financial constraints of the Institution.

Central Asian Scholarship

In recognition of the fact that KIMEP has an obligation to the Republic of Kazakhstan as a whole, the Institution has implemented the Central Asian Scholarship that provides four newly admitted undergraduate students and four newly admitted graduate students with a 100% tuition discount and room for the duration of their studies at KIMEP (four years for undergraduate and two years for graduate students). There is no work-study commitment. The criteria for selection are:

1. KIMEP Entrance Exams scores
2. Citizenship in a Central Asian Country (CAC): Kyrgyzstan, Tajikistan, Turkmenistan or Uzbekistan

The following rules govern the distribution of the Scholarship:

1. The CAC Scholarship will be distributed as KIMEP tuition waiver.
2. Only newly admitted students would be considered.
3. Only students who passed KIMEP Entrance Exams would be considered.
4. A minimum entrance score would be established by KIMEP for students applying for CAC scholarship. Above this score the highest entrance exam score would be awarded.
5. Only full-time students who apply for CAC Scholarship would be considered.
6. Each of the four CA Republics (Uzbekistan, Turkmenistan, Kyrgyzstan, and Tajikistan) could place two students each: one master and one bachelor for a total of eight awards per year.
7. The CAC Scholarship covers all tuition (including intensive courses), fees and room for the period the student is eligible for the grant or until the end of the program (over a four year period for bachelors and two years for masters).
8. The scholarship covers 100 (one-hundred) percent free tuition (including intensive courses) for a maximum of 15 (fifteen) credits per semester, with the total number of credits equal to number of credits required for degree completion.
9. The Scholarship is not automatic. Awardees would be reviewed on an annual basis. In order to have CAC scholarship renewed Bachelor Awardees must maintain a 3.0 GPA in the first-year of study and a 3.5 for subsequent years, Masters Awardees must maintain a 3.25 in the first-year of study and a 3.5 for subsequent years.
10. The scholarship does not cover retake courses.
11. If a student takes more credits than required for program he/she is responsible for payment of those extra credits.

12. After the expiration of the four-year time limit for Bachelors and two year for Masters, the student is responsible for full tuition payments regardless of how many credits taken.
13. In the event that a student takes a course that is not assigned credit, the student is responsible for tuition costs, except for intensive courses.
14. All credits taken, regardless of the grade are counted towards the program's credit limit.
15. The Scholarship is not transferable.
16. The Scholarship has no cash value.
17. Any student who receives the Scholarship is not eligible for any other forms of scholarships, tuition waivers or discounts.
18. Any student who is not in good academic standing due to grades or disciplinary problems is not eligible for the Scholarship.
19. The Scholarship Committee reserves the right to remove the waiver at any time for academic, disciplinary, attendance problems or financial constraints of the Institution.
20. The scholarship goes into effect as of the Fall Semester 2005, and is not retroactive.

Altyn Belgi scholarship

In recognition of the fact that KIMEP has an obligation to the Republic of Kazakhstan as a whole, the Institution has implemented the Scholarship that provides eight newly admitted undergraduate students – winners of Altyn Belgi Golden Medal with a 100% tuition discount for four year of undergraduate study. There is no work-study commitment. Criteria for selection are:

Criteria for selection:

1. "Altyn Belgi" Golden Medal Certificate
2. KIMEP Entrance Exams scores
3. Complete inability to pay tuition costs

The following rules govern the distribution of the Scholarship:

1. The Altyn Belgi Scholarship will be distributed as KIMEP tuition wavier.
2. Only newly admitted undergraduate students are considered.
3. Only full-time students who apply for Financial Aid with complete set of documents are considered.
4. The waiver provides 100 (one-hundred) percent free tuition for a maximum of 15 (fifteen) credits per semester, with the total of 130 (one-hundred and thirty) credits over a 4 (four)-year period.
5. Any student whose GPA falls below 4.0 in any semester will have this scholarship automatically revoked.
6. If a student takes more than 130 credits he/she is responsible for payment of those extra credits.
7. After the expiration of the four-year time limit, the student is responsible for full tuition payments regardless of how many credits taken.
8. In the event that a student takes a course that is not assigned credit, the student is responsible for tuition costs.
9. The scholarship does not cover retake courses.
10. All credits taken, regardless of the grade are counted towards the 130 credit limit.
11. The Scholarship is not automatic; a student must display proof that he/she is unable to pay the full tuition costs.
12. The Scholarship is not transferable.
13. The Scholarship has no cash value.
14. The Altyn Belgi Scholarship does not cover other fees.
15. Any student who receives the Scholarship is not eligible for any other forms of scholarships, tuition waivers or discounts.
16. Any student who is not in good academic standing due to grades or disciplinary problems is not eligible for the Scholarship.
17. The Scholarship Committee reserves the right to remove the waiver at any time for academic, disciplinary, attendance problems or financial constraints of the Institution.
18. The scholarship goes into effect as of the Fall Semester 2005, and is not retroactive.

Nursultan Nazarbaev Scholarship

In honor of the President of the Republic of Kazakhstan, KIMEP has adopted the Nursultan Nazarbaev Scholarship. The Scholarship provides four newly admitted undergraduate students with a 100 (one-hundred) percent tuition discount for four year of undergraduate study. There is no work-study commitment. Criteria for selection are:

1. KIMEP Entrance Exam scores
2. An inability to pay tuition costs

The following rules govern the distribution of the Scholarship:

1. The Nursultan Nazarbaev Scholarship will be distributed as a tuition waiver.
2. Only newly admitted undergraduate students will be considered.
3. Only full-time students who apply for Financial Aid with a complete set of documents would be considered.
4. The waiver provides 100 (one-hundred) percent free tuition for a maximum of 15 credits per semester, with the total of 130 (one-hundred and thirty) credits over a 4 (four)-year period.
5. Any student whose GPA falls below 4.0 will have this scholarship automatically revoked.

6. If a student takes more than 130 (one hundred and thirty) credits he/she is responsible for payment of those extra credits.
7. After the expiration of the 4 (four) year time limit, the student is responsible for full tuition payments regardless of how many credits taken.
8. In the event that a student takes a course that is not assigned credit, the student is responsible for tuition costs.
9. All credits taken, regardless of the grade are counted towards the 130 credit limit.
10. The Scholarship is not automatic; a student must display proof that he/she is unable to pay the full tuition costs.
11. The Scholarship is not transferable.
12. The Scholarship has no cash value.
13. The Nursultan Nazarbaev Scholarship does not cover fees.
14. Any student who receives the Scholarship is not eligible for any other forms of scholarships, tuition waivers or discounts.
15. Any student who is not in good academic standing due to grades or disciplinary problems is not eligible for the Scholarship.
16. The Scholarship Committee reserves the right to remove the waiver at any time for academic, disciplinary, attendance problems or financial constraints of the Institution.

KIMEP Presidential Tuition Waiver

In recognition of the fact that KIMEP has an obligation to the Republic of Kazakhstan as a whole, the Institution has implemented the Presidential Tuition Waiver that provides the most economically disadvantaged students who have the highest GPAs with a 100% tuition discount for 1 (one) academic year. There is no work-study commitment. Criteria for selection are:

1. GPA / Demonstrated Academic Achievement
2. Complete inability to pay tuition costs

The following rules govern the distribution of the waiver:

1. Only admitted undergraduate students of second-, third- and fourth-year will be considered for the Presidential Tuition Waiver.
2. Only full-time students who apply for Financial Aid with complete set of documents will be considered.
3. The waiver provides 100 (one-hundred) percent free tuition for a maximum of 15 credits per semester, with the total of 30 (thirty) credits over 1 (one) academic year (fall semester through both summer semesters).
4. If a student takes more than 30 (thirty) credits during the academic year, which the waiver was awarded, s/he is responsible for payment of those extra credits.
5. In the event that a student takes a course that is not assigned credit, the student is responsible for tuition costs.
6. All credits taken, regardless of the grade are counted towards the 30 credit limit.
7. The Presidential Tuition Waiver does not cover fees.
8. If a student's GPA falls below 4.0 the Scholarship Committee will automatically remove the waiver.
9. The tuition waiver is not automatic; a student must display proof that he/she is unable to pay the full tuition costs.
10. The waiver is not transferable.
11. The waiver has no cash value.
12. Any student who receives the waiver is not eligible for any other forms of scholarships, other tuition waivers or discounts during the year that the waiver is received.
13. Any student who is not in good academic standing due to grades or disciplinary problems is not eligible for the waiver.
14. The Scholarship and Admissions Committee reserves the right to remove the waiver at any time for academic, disciplinary, attendance problems or financial constraints of the Institution.

KIMEP Dean's Tuition Waiver

In recognition of the fact that KIMEP has an obligation to the Republic of Kazakhstan as a whole, the Institution has implemented the Dean's Tuition Waiver. The Waiver provides the most economically disadvantaged students who have the highest GPAs with a 50 (fifty) percent free tuition discount for 1 (one) academic year. There is no work-study commitment. Criteria for selection are:

1. GPA / Demonstrated Academic Achievement
2. Poor financial situation

The following rules govern the distribution of the waivers:

1. Only admitted undergraduate students of second-, third- and fourth-year will be considered for the KIMEP Dean's Tuition Waiver.
2. Only full-time students who apply for Financial Aid with complete set of documents will be considered.
3. The waiver provides 50 (fifty) percent tuition discount for a maximum of 15 (fifteen) credits per semester, with the maximum of 30 (thirty) credits over fall and spring semesters.
4. If a student takes more than 15 (fifteen) credits per academic semester he/she is responsible for payment of those extra credits.
5. In the event that a student takes a course that is not assigned credit, the student is responsible for tuition costs.

6. Any course failed by the student is considered to count towards the credit limit.
7. If a student's GPA falls below 4.0 the Scholarship Committee will automatically remove the waiver.
8. The Dean's Tuition Waiver does not cover fees.
9. The tuition waiver is not automatic; a student must display proof that he/she is unable to pay the full tuition costs.
10. The waiver is not transferable.
11. The waiver has no cash value.
12. Any student who receives the waiver is not eligible to receive other forms of scholarships, tuition waivers or discounts during the semester the waiver is received.
13. Any student who is not in good academic standing due to grades or disciplinary problems is not eligible for the waiver.
14. The waiver is offered in fall and spring semesters only.
15. The Scholarship and Admissions Committee reserves the right to remove the waiver at any time for academic, disciplinary, attendance problems or financial constraints of the Institution.

Employee Tuition Waiver

In recognition of the fact that it is vitally important for KIMEP's employees to increase continually their academic skills and technical abilities, KIMEP has created the Employee Tuition Waiver. This waiver is applicable after the employee's probation period has been passed. There is no work-study commitment. The following rules govern the waiver.

1. Only English classes will be offered to employees at a 100% discount. Employees must first successfully complete their probation period to be eligible.
2. All other courses will be offered to employees only at a 50% discount. Employees must first successfully complete one full year of service to be eligible.

Rules for Employee Tuition Waivers

1. Any full-time employee of KIMEP may take 1 to 6 credits or 90 academic hours per academic semester. In the case of a mini semester of approximately seven weeks, only one course, or six academic hours a week will be allowed. Students may only take courses that are offered in the evening.
2. Any full-time employee of KIMEP may take 1 to 18 credits per academic year, evening courses only.
3. The waiver applies only to full-time employees.
4. The waiver is not transferable.
5. The waiver has no cash value.
6. KIMEP employees who receive the Employee tuition waiver are not eligible for any other scholarships, grants, tuition waivers or discounts.
7. Any employee who is not in good academic standing due to grades or disciplinary problems is not eligible for a waiver.
8. Employees must obtain permission from their direct supervisors before they will be allowed to commence with their studies.
9. The Scholarship and Admissions Committee reserves the right to remove the waiver at any time for academic, disciplinary, attendance problems or financial constraints of the Institution.
10. Employees must sign a contract with the personnel department.

Responsibilities of KIMEP Employees

1. Any full-time employee of KIMEP, who accepts a tuition waiver, after the completion of the courses, must renew their contract with KIMEP for one additional year beyond the normal contract period.
2. Only when an employee completes one full year of service, will the employee's portion of the tuition cost be waived.
3. If the employee fails to complete one year of additional service after the completion of the courses, tuition for all courses must be paid in full. Certificates, diplomas, and final clearance will be delayed until these conditions are met.
4. For purposes of clarity, an employee shall not be permitted to take courses during normal working hours.
5. These rules and regulations are effective Spring Semester 2003, and are not retroactive. They may be waved or modified with the approval of the Executive Committee.

Tuition Waiver for Children of KIMEP Employees

Understanding the need to build a community, KIMEP offers the children of all full-time employees a limited number of tuition discounts. There is no work-study commitment. Criteria for selection are:

1. Only unmarried children of full-time employees up to the age of 26, who are dependent on the employee, shall be entitled for the discount.
2. The discount is not automatic and must be approved on an individual basis by the Admission and Scholarship Committee.
3. To be eligible for the discount the student must apply for financial aid.
4. For every 1 (one) year a full-time employee has worked, his/her child/children will receive 10 (ten) credits of courses for free. This applies to any program the student desires, day or evening, part-time or full-time.
5. An employee may earn a total of 100 (one hundred) free credits towards each child. After this, the employee/student is responsible for all tuition payments.

6. If an employee and their spouse work at KIMEP, they may add their cumulative years of service together to determine the total number of credits of courses for free, but this number should not exceed 100 free credits towards each child.
7. In the event that a student takes a course that is not assigned credit, the student is responsible for tuition costs.
8. All credits taken, regardless of the grade are counted towards the credit limit.
9. Students under this program are responsible for all fees outside of tuition payments.
10. The amount of time an employee has work will be retroactive to 1992. Thus employees who have already worked for more than 10 (ten) years are eligible to receive the 100 (one hundred) free credits only.
11. Any student of any full-time employee who is taking courses, or who has taken courses is not entitled to a reimbursement of tuition previously paid.
12. In the event that an employee's contract is terminated, either by KIMEP, the employee, or by mutual consensus, all earned credits that have not been used are automatically lost from the date of employee's service discontinuation.
13. In the event that an employee's contract is terminated, either by KIMEP, the employee, or by mutual consensus, the employee is not responsible for reimbursing free credits used by the child of the employee.
14. In the event that a full-time employee retires from KIMEP all earned credits may be used after the retiree's termination of full-time employment.
15. The discount is not transferable.
16. The discount has no cash value.
17. Any student who is not in good academic standing due to grades or disciplinary problems is not eligible for the discount.
18. Any student who receives the discount is not eligible to receive other forms of scholarships, tuition waivers or discounts during the year the waiver is received.
19. The Admissions and Scholarship Committee reserves the right to remove the waiver at any time for academic, disciplinary, attendance problems or financial constraints of the Institution.

Work-Study Tuition Discounts

Students who do not win a scholarship or outside grant but have financial hardship due to pensioner status of parents; single parent, orphan status, and a sibling studying at KIMEP may apply for the work-study program. This program provides the student with a discount in tuition in return for part time work at KIMEP. The number of hours required to work depends on the amount of the discount. However, no student is required to work more than 150 hours per semester and in most cases this requirement is much less.

Not only does the work-study program provide the student with a tuition discount, it also provides the student with valuable work experience in an academic environment. This advantage of work experience will assist the student when he/she enters the work force. The following sections are the socio-economic categories that work-study are given.

Work-Study Tuition Discount for Children of Pensioners

In recognition of the fact that KIMEP has an obligation to the Republic of Kazakhstan as a whole, and in recognition that pensioners have contributed much to the development of society, KIMEP offers the children of Pensioners limited discounts during their study at KIMEP. The following rules govern the distribution of the discounts:

1. The discounts are available to both admitted graduate and undergraduate students.
2. Only full-time students who apply for Financial Aid with a complete set of documents will be considered.
3. The student is responsible for paying all fees.
4. The discount is not automatic; a student must display proof that because his/her parent(s) are pensioners (retirement pensioners or pensioners because of disablement) he/she is unable to pay the full tuition costs.
5. If 1 (one) parent of a student is a pensioner the student will receive a 10% discount on a maximum of 15 credit hours of tuition costs.
6. If 2 (two) parents of a student are pensioners the student will receive a 25 (twenty five) percent discount on a maximum of 15 credit hours of tuition costs.
7. In the event that a student takes a course that is not assigned credit, the student is responsible for tuition costs.
8. The discount is not transferable.
9. The discount has no cash value.
10. The discount goes into effect as of the Spring Semester 2002, and is not retroactive.
11. Any student who receives the discount is not eligible to receive other forms of scholarships, tuition waivers or discounts during the semester the waiver is received.
12. The waiver is offered in Fall and Spring semesters only.
13. The discount is valid during 1 (one) academic year. To renew the discount after the completion of 1 (one) academic year the student must reapply for financial aid.
14. The Admissions and Scholarship Committee reserves the right to remove the waiver at any time for academic, disciplinary, attendance problems or financial constraints of the Institution.
15. The student is required to perform work for the university for a set number of hours.

Work-Study Tuition Discount for Children with a Single Parent

In recognition of the fact that KIMEP has an obligation to the Republic of Kazakhstan as a whole, the Institution has implemented discounts for children of single parents. The following rules govern the distribution of the discount:

1. The discount is available to both admitted graduate and undergraduate students.
2. Only full-time students who apply for Financial Aid with a complete set of documents will be considered.
3. A child with only 1 (one) parent will receive a 25 (twenty-five) percent discount on a maximum of 15 (fifteen) credits hours of tuition costs.
4. All credits taken, regardless of the grade are counted towards the credit limit.
5. In the event that a student takes a course that is not assigned credit, the student is responsible for tuition costs.
6. The discount is not automatic; a student must display proof that because he/she only has one parent he/she is unable to pay the full tuition costs.
7. The waiver is offered in fall and spring semesters only.
8. The discount is valid during 1 (one) academic year. To renew the discount after the completion of 1 (one) academic year the student must reapply for financial aid.
9. The student is responsible for paying all fees.
10. The discount is not transferable.
11. The discount has no cash value.
12. Any student who is not in good academic standing due to grades or disciplinary problems is not eligible for the discount.
13. Any student who receives the discount is not eligible to receive other forms of scholarships, tuition waivers or discounts during the semester the waiver is received.
14. The discount goes into effect as of the Spring Semester 2002, and is not retroactive.
15. The Admission and Scholarship Committee reserves the right to remove the waiver at any time for academic, disciplinary, attendance problems or financial constraints of the Institution.
16. The student is required to perform work for the university for a set number of hours.

Work-Study Tuition Discount for Orphans

In recognition of the fact that KIMEP has an obligation to the Republic of Kazakhstan as a whole, the Institution has implemented discounts for orphaned children. The following rules govern the discount for Orphans:

1. The discount is available to both admitted graduate and undergraduate students.
2. Only full-time students who apply for Financial Aid with complete set of documents will be considered.
3. Any student above the age of 25 (twenty five) or older upon entrance is not eligible for the discount.
4. Any student who enters KIMEP as a full-time student before the age of 25 (twenty five) is eligible for the discount even if they surpass the 25 (twenty-five) year limit during their time of study.
5. Any full-time admitted student regardless of program who is an orphan is entitled to a 100 (one-hundred) discount on a maximum of 15 credits hours of tuition costs per semester.
6. For undergraduate students, the discount covers a maximum of 130 (one-hundred and thirty) credits free of charge over a 4 (four) year period. After the time limit has expired or the maximum number of credits has been reached, the student is responsible for all subsequent tuition costs.
7. For graduate students, the discount covers a maximum of 60 (sixty) credits free of charge over a 2 (two) year period. After the time limit has expired or the maximum number of credits has been reached, the student is responsible for all subsequent tuition costs.
8. In the event that a student takes a course that is not assigned credit, the student is responsible for tuition costs.
9. All credits taken, regardless of the grade are counted towards the credit limit.
10. Any orphan who receives a degree from KIMEP under the discount is not eligible to pursue another degree at KIMEP under the discount. The student is eligible only for other forms of scholarships, tuition waivers and discounts.
11. The discount is not automatic; a student must display proof that because he/she is an orphan he/she is unable to pay the full tuition costs.
12. Any student whose GPA falls below 4.0 will have the discount automatically removed by the Admission and Scholarship Committee.
13. The student is responsible for paying all fees.
14. The discount is not transferable.
15. The discount has no cash value.
16. The discount is valid for 1 (one) year. To renew the discount after the completion of 1 (one) year the student must reapply for financial aid.
17. Any student who is not in good academic standing due to grades or disciplinary problems is not eligible for the discount.
18. Any student who receives the discount is not eligible to receive other forms of scholarships, tuition waivers or discounts during the semester the waiver is received.
19. The discount goes into effect as of the Spring Semester 2002, and is not retroactive.
20. The Scholarship Committee reserves the right to remove the waiver at any time for academic, disciplinary, attendance problems or financial constraints of the Institution.
21. The student is required to perform work for the university for a set number of hours.

Work-Study Family Tuition Discount

Understanding the need to build a community, KIMEP offers families with more than 1 (one) child attending KIMEP tuition discounts for both students.

The following govern the distribution of the discounts:

1. The discounts are only given to families with more than 1 (one) child attending KIMEP.
2. All children from one family must be admitted to KIMEP.
3. Each child of a family must submit an application form to Student Financial Services Sector, but with one complete set of documents for the same family.
4. To be eligible for the discount both children must be full-time students.
5. The tuition waiver is not automatic; a student must display proof that he/she is unable to pay the full tuition costs.
6. Both children must have one parent in common to be eligible for the discount.
7. Each child will receive will receive 25 (twenty-five) percent discount on a maximum of 15 (fifteen) credits hours of tuition costs.
8. The Family Tuition Discount is provided based on a maximum of 15 credits tuition costs per semester.
9. All credits taken, regardless of the grade are counted towards the credit limit.
10. In the event that a student takes a course that is not assigned credit, the student is responsible for tuition costs.
11. All students are responsible for paying fees.
12. The discount is not transferable.
13. The discount has no cash value.
14. The waiver is offered in fall and spring semesters only.
15. The discount is valid during 1 (one) academic year. To renew the discount after the completion of 1 (one) academic year the student must reapply for financial aid.
16. Any student who is not in good academic standing due to grades or disciplinary problems is not eligible for the discount.
17. Any family that receives the discount is not eligible to receive other forms of scholarships, tuition waivers or discounts during the academic year the waiver is received.
18. The Admission and Scholarship Committee reserves the right to remove the waiver at any time for academic, disciplinary, attendance problems or financial constraints of the Institution.
19. The student is required to perform work for the university for a set number of hours.

Orientation Work-Study Program

The Office of the Registrar solicits the help and support of students every year to give tours of the Institution, talk to parents and prospective students, and to run the yearly orientation program. Students who are selected by the Office of the Registrar (approximately 20 every academic year) are provided with a tuition waiver during the year. Please note the following rules concerning the Orientation Work-Study Program:

1. Students who are interested in this program must apply to the Dean of Student Affairs before the start of the academic year in the fall semester.
2. The Dean of Student Affairs will determine which students are eligible to participate in the program.
3. After students have been selected they will immediately have the tuition waiver credited to their accounts. This is a one-semester waiver.
4. The student is responsible to perform all reasonable duties and services prescribed by the Information Sector during the course of the entire academic year (from the beginning of the fall semester through and including the summer semesters).
5. The Office of the Registrar reserves the right to recommend removing any student considered unfit to serve in the Orientation Work-Study Program. If a student is removed, then the student will be responsible for refunding the tuition waiver.

Assistantships

A faculty member often employs Master's students to perform research or tutorial assistant tasks, as well as to help the faculty or the department. These tasks help to develop their academic skills and interest in teaching and research. Generally, students are selected on the basis of high academic standing and spoken English language ability. Individual academic departments determine the number of assistants needed as well as the eligibility criteria.

Other Work-Study Opportunities

In addition to tuition discount work-study opportunities based on socio-economic categories, students are eligible to work on-campus, performing different duties in the library, print shop, dormitory, Student Club, auxiliary services and various department and faculty offices. Students should contact these units directly to find out if they have employment opportunities or not. Compensation for student assistants is in the form of a waiver on tuition. There is no cash payment of any kind. You may contact the Office of the Dean of Student Affairs for further information.

Qualification for Financial Aid and Dormitory

To run a system of need-based aid, work-study program and places in the dormitory, need (that portion of the cost of education that the student or his/her family is unable to pay) must be determined. To assess these needs, KIMEP requires from all first year students seeking financial aid, work-study tuition discounts, or placement in the dormitory detailed and accurate information about the student's and family's incomes, assets, liabilities, retirement income and other pertinent facts, such as the number of children that the family needs to educate. This provision also applies to students who wish to apply for financial aid and work-study tuition discounts for the first time and has never declared

their financial situation to KIMEP before. These documents are retained for the duration of the student's academic career at KIMEP and used to make financial aid and work-study decisions for all years of study. However, when a student's and family's financial situation changes or by request from Student Financial Services Sector, KIMEP may require an update of documentation on a student's financial situation.

The Admissions and Scholarship Committee makes the final decision of scholarship distribution.

Primary Criteria for Financial Aid:

1. Demonstrated and verifiable financial need of a student. Within this criterion there are several sub-criteria applied:
 - Level of family income (correlated to cost of living/expenses)
 - Total of all other assets (Car/vehicle/apartment/home)
 - Number of family members
 - Number of disabled family members
 - Student home region
 - Current employment status of family members
2. Excellent academic performance of a student/excellent GPA.
3. Criteria established by KIMEP donors

Other Guidelines for Financial Aid and Dormitory

1. Scholarships, work-study tuition discounts, and dormitory spaces are distributed each academic year in accordance with a student's overall GPA and financial situation, but are subject to the availability of funds and the financial constraints of the institution. No award is automatic and may be revoked by the Admission and Scholarship Committee and the administration at any time.
2. A student's overall GPA is considered for scholarship and work-study tuition waivers each semester. For entering students scholarship distribution for the fall semester during the first year is based on their entrance tests scores.
3. The scholarships, work-study tuition discounts and dormitory space of students who transfer from daytime program to the continuing education program will be withdrawn.
4. If a student who was awarded a grant, scholarship, or work-study withdraws from the institution the grant or scholarship will be withdrawn.
5. If the student does not occupy his/her dormitory space on the first day of the semester, then they may lose their dormitory space.

Eligibility Criteria

- Submit a completed application form before the deadline
- Demonstrate verifiable financial need
- Meet the profile and/or criteria specified by donors/KIMEP
- Achieve the minimum GPA required for each individual form of financial aid.
- Be in good academic standing (3.0 GPA for graduate students and 2.33 GPA for undergraduate students).
- Be a full-time student (9 credits per semester for graduate students and 12 credits per semester for undergraduate students).

Disqualification from Financial Aid

The following conditions will automatically disqualify any student for any form of financial aid or support:

- Provisional Status
- Academic Probation
- Non-Academic Probation
- Academic Disqualification
- Non-Academic Disqualification
- Falsification of Official Documents

How to Obtain Financial Aid and Dormitory

Only KIMEP students are eligible to apply for any type of financial aid, work-study tuition discounts or dormitory space, however, non-KIMEP students may apply for financial aid, work-study tuition discounts, and dormitory space, but will only be considered if they have become full-time KIMEP students before the Admission and Scholarship Committee distributes funds and dormitory spaces. Students need to fill out the Application form for Financial Support before the deadline, which is available on the web site and in the Student Financial Services Sector and also attach all necessary documents, confirming financial need.

Documents Required

1. Completed Application form for Financial Aid with 1 passport-size photo.
2. CV or resume.
3. Copy of a state ID or birth certificate or passport for all family members.
4. Document identifying the list of family members (Form #3 from Passport Bureau) or its equivalent (it is mandatory to have the same document for both student and his/her parents/guardians if a student lives separately).
5. When applying for Family Tuition Discount birth certificates for all siblings who study at KIMEP must be submitted.

6. If parents are pensioners, a document certifying their social status must be submitted.
7. In case of divorce, single parenthood or death of one/both parents, a documents certifying such facts must be submitted.
8. If there is a physically disabled family member, the medical certificate should be submitted.
9. If parents/guardians are unemployed, a document from Labor and Social Care Office certifying their social status must be submitted.
10. Document from accounting office of the parents' or spouse's or guardians' workplace certifying the amount of a monthly salary/ income for the period of one year.
11. Statement from Personal Pension Account certifying pension deductions for the period of one year.
12. If parent(s)/guardian/spouse have own business the following documents should be submitted: document certifying their registration in Tax Committee; Income Declaration for the period of one year.
13. Document from Real Estate Agency certifying availability/absence of any real estate for all adult family members/guardians.
14. Document with indication of current market value of all real estate owned by any family member/guardians, if applicable.
15. Document from Traffic Authorities certifying the availability/absence of the transportation device owned by any adult family members/guardians.
16. Document with indication of current market value of transportation device owned by any family member/guardians, if applicable.
 - It's not necessarily to present documents for siblings above the age of 21 (twenty one).
 - Any student who submits false information to the Student Financial Services Sector may be subsequently expelled from KIMEP.
 - All documents must be original or certified by a Notary Office. If submitting a copy of a document, the original document must be presented to the Financial Aid Officer for verification.

VII. TUITION PAYMENT POLICY

All KIMEP students are required to pay their tuition fees on time. If students are unable to pay the entire tuition fee for the whole year at one time, then the certain institutional schedule will be followed: 6 installments in one academic year, by 3 installments per semester (dates are announced in advance through the academic calendar).

If there are defaulters, the following rules and policies will be applicable.

1. Any student with a debt after the payment deadline will be barred from attending classes.
2. Any student with debt at the end of the semester will not receive their final grades or any other grades, nor will be allowed to registrar for the next semester.
3. Administrative and legal actions may be taken towards any student with any amount debt, including administrative withdraw from KIMEP. This action terminates the relationship between KIMEP and the student is still legally responsible for paying all debt. A student who has been administratively withdrawn from KIMEP may reapply to the Institution once their debt has been settled. The Department to which the student is applying decides whether to accept or reject the student.
4. Any student who has been administratively withdrawn from KIMEP due to debt and has be re-accepted to KIMEP after settling their debt issue will have all previously taken coursers counted towards graduation.
5. The time during which a student is administratively withdrawn from KIMEP still counts towards graduation time-limits.
6. KIMEP makes no connection between the distribution of scholarships, grants or tuition waivers and payment deadlines. Thus, students cannot count on receiving scholarships, grants or tuition waivers. All students must be prepared to pay 100% of their tuition and 100% of their fees as per payment dates.
7. While KIMEP strives to ensure that all economically disadvantaged students will receive aid, due to changes in sponsorship and corporate donations this is not always possible.

VII.5. Doctoral Programs at KIMEP

PREAMBLE

KIMEP has been considering the idea of launching Ph.D. and Doctor of Business Administration (DBA) programs for some time. A task force was established in the year 2003 to deliver on this issue. Five models including American, European and Commonwealth were considered, debated and discussed. The Task force had unanimously voted in favour of North American model.

The purpose of this paper is to outline certain bench marks, quality indicators and procedures recommended by the task force that each department, college and KIMEP will establish before launching the program.

A. KEY OBJECTIVES OF THE DOCTORAL PROGRAM:

- To locally produce highly qualified instructors in the fields of social sciences, arts and business administration

- To focus on the further training of local faculty to execute original research and to acquire terminal degrees

B. KEY ELEMENTS OF THE PROGRAM

- Program will be completed in two major phases: Course work (residency requirements) and Thesis work
- Appointment of supervisory committees at departmental level
- Approval of doctoral program and plans of study by the department, college and KIMEP
- Satisfaction of a doctoral residency requirement
- Satisfactory completion of a doctoral comprehensive examination
- A work of original research reported in dissertation form
- Formal defense of the candidate's dissertation

SECTION I: KEY CONTROL, MANAGEMENT AND QUALITY ASSURANCE BODIES

Three bodies will control and monitor the program in order to insure quality, feasibility and financial viability. These are:

- **KIMEP Doctoral Council**
- **College Doctoral Council**
- **Departmental Doctoral Committee**

1.1 KIMEP Doctoral Council (KDC)

This Council shall be the highest body to approve, enforce and monitor doctoral programs and policies at KIMEP level. It will be chaired by the Dean/Associate Dean of Research. College Doctoral Council (CDC) makes recommendation to this council.

KDC shall develop policy, procedures, standard and criteria, quality assurance and monitoring system for all doctoral programs. It will act as the Auditor of the Program, and shall enforce the policies and procedures related to doctoral programs. CDC are required to submit the doctoral program proposals to this Council. The Council will determine if the college has met the minimum standard and criteria to launch the program. KIMEP will award doctoral degrees at the recommendation of this council.

Composition of the Council

Members shall be appointed by the President of KIMEP at the recommendation of the colleges, dean of research and vice president of academic affairs. Members must be terminal degree holders with extensive experience in research and teaching, must hold a minimum academic rank of Associate Professor. Minimum number: 6

1.2 College Doctoral Council (CDC)

This council shall be responsible for approval, general supervision, monitoring and control of doctoral programs at college level. It will ensure that study rules & regulations, admission criteria, plan of studies and effectiveness of programs are maintained. It makes recommendation to KDC.

In particular, the functions of this council shall be following:

- 1) consideration and approval of departmental proposals
- 2) consideration of human and material resources available to support the program
- 3) consideration and approval of tuition fees and budget
- 4) financial aid scheme
- 5) admission criteria and approval of candidates for admission
- 6) program outcomes and effectiveness
- 7) enforcing standards and criteria established by KDC
- 8) International linkages and joint programs
- 9) Grant and fund raising

Composition of CDC

Members shall be appointed by the dean and must have appropriate departmental representation. All members must be terminal degree holders preferably in the rank of associate professor and above. Assistant professors with good research and teaching experience may be accepted by the dean. Minium number : 5

1.3 Departmental Doctoral Committee

The department/academic unit will appoint a doctoral Committee consisting of at least four senior faculty with Ph.D degrees. The Committee shall be responsible for screening and evaluating admission-applications, selecting students for admission, and monitoring the progress and quality of studies. At the discretion of the department, a senior faculty from another department/college can be invited to sit in this committee. This committee makes recommendations to college doctoral council (CDC).

In particular, this committee shall have following functions:

- To determine area/field of studies for the program
- To determine material and human resources available to conduct the program
- To determine if the department meets minimum standard to launch the program

- To submit proposal, program and plan of studies to college doctoral council
- To determine admission criteria and to submit it to CDC for approval
- To accept applications and to submit these to CDC for final screening
- To appoint supervisors, associate supervisors and advisors
- To appoint dissertation committee at the approval of the CDC. This committee can have representations from other departments
- To determine graduation requirements and to recommend candidates to CDC for graduation
- Others as may be required CDC

SECTION II: PROVISION OF SUPERVISION AND RESOURCES

2.1 Feasibility Assessment

Each department must determine if it has the necessary means and tools to satisfy KIMEP's standard and criteria for launching the program. To ensure that doctoral students are properly catered for, and appropriate quality is maintained, each department must carefully consider prior to admission not only the student's qualifications and background, but also its own capacity (human and other resources) to provide appropriate supervision and resources for the student's training. Before a student can be admitted, each department must be satisfied that:

- It has well qualified human resources available for conducting course works
- It has well qualified faculty members who have the expertise and are willing to supervise students research work. The supervisor must have a Ph.D./DBA degree with extensive experience in teaching and research.
- the supervisor has the capacity, particularly with respect to workload, to undertake the task
- at least one associate supervisor is appointed
- It has the capacity to appoint a dissertation committee
- the proposed research program is appropriate for the doctoral studies
- appropriate physical resources are available to support the research

2.2 Associate supervisors

- Associate supervisors can be from other universities and organizations, such as experts from industry in the area of thesis/dissertation. If an industry expert is identified with 10 or more years of expertise but without a doctoral qualification, this person may act as an Associate Supervisor under the guidance and supervision of the Principal Supervisor.
- Adjunct appointments can be made for part-time or non-KIMEP employees at Assistant, Associate or full professor levels but without monetary compensation for the purpose of acting as an Associate Supervisor.

2.3 Academic Advisors

Each department will appoint advisors to oversee many aspects of Doctoral degree management, including review of progress and variations to candidature. They also have an important counseling role, being available to students who need advice beyond the normal supervision channels, or as a first port of call to defuse disputes between student and supervisor.

SECTION III: STRUCTURE OF THE PROGRAM

3.1 American model

This model is based on a Doctoral degree be awarded through the combination of course and thesis work. Students are required to complete a certain number of credits in the course works. After this phase is successfully completed, students will be required to pass a comprehensive examination: both written and oral. After this stage, students will be required to present the research proposal to the department. If accepted, the department will then appoint principal and associate supervisors.

Full details of the structure and any amendment thereafter, will be developed by the KIMEP Doctoral Council in collaboration with college doctoral council and presented to the Vice President of Academic Affairs.

In brief, the structure envisions following phases:

- Phase I: Graduate Course work (Residency Requirement)
- Phase II: Comprehensive Examination at the end of the course work
- Phase III: Research/Thesis proposal
- Phase IV: Research/Thesis work
- Phase V: Thesis defense
- Phase VI: Degree award

3.2 Areas of Specialization

To be determined by departments/academic units

SECTION IV : GUIDELINES FOR DOCTORAL STUDIES

KIMEP Doctoral Council is responsible for establishing centralized standard, criteria and guidelines for Doctoral Studies. These are to be forwarded to vice president of academic affairs for consideration by the “ Administrative Committee on Academic and Research Affairs”. VPAA forwards these to the President for final approval.

Following gives some suggestion on the scope of activities.

4.1 Guidelines on Studies

- Admission
- Study Rules & Regulations
- Program Time Constraints
- Qualifying Examination
- Transfer of Credit & Petitions for Exemptions
- Residency Requirement (Courses and GPA)
- Comprehensive Examination (written & oral)
- Doctoral Candidacy
- Research & Dissertation Requirements
- Filing the Dissertation
- Foreign Language Requirement
- Degree Requirements
- Others as may be required

4.2 Guidelines on Admission procedures

The KIMEP Doctoral Council, comprised of representatives from colleges sets minimum standards for admission to the program. However, college doctoral councils can establish admissions standards for specific degree program, which may exceed the minimum standards. This will be a key mechanism for maintaining a high quality doctoral program because they ensure that the university explicitly considers its responsibilities to provide appropriate supervision and resources for every student before their candidature can commence. An important feature (discussed below) is that students can only be admitted to doctoral degree program after the approval of the departmental, college and KIMEP doctoral councils.. The college doctoral council must certify to the KIMEP doctoral council that appropriate resources are available to support the proposed program.

4.3 Guidelines on Residency Requirements

Doctoral students entering the program must satisfy the residency requirements by satisfactory completion of CERTAIN NUMBER OF CREDITS exclusive of Dissertation Research. Students must achieve a CERTAIN GPA in all courses to satisfy residency requirements.

Dissertation research credits must also be determined. It will not be counted towards residency requirements.

4.4 Guidelines on Comprehensive Examination

To advance to degree candidacy, doctoral students will be required to pass a comprehensive examination based on Ph.D level course works. This examination should be completed at least two semesters before the research work is undertaken. Before the students are allowed to take comprehensive examination, following must be determined:

- Completion of all course requirements
- Satisfactory demonstration of foreign language requirements/proficiency as determined by the departmental supervisory council
- Approval of the program of study by the departmental supervisory council

4.5 Guidelines on Program Management and Quality Assurance

- Program progress Review and Monitoring processes at department, college & KIMEP levels
- Policy on Supervising Committee at departmental level
- Policy on Dissertation Committee at department and college levels
- Policy on Dissertation Committee at KIMEP level
- Policy on Faculty Workload involved in the supervision

4.6 Guidelines on Annual Review of Progress

Every doctoral degree student is required to complete an annual review of progress, which involves separate discussions with their supervisor and advisors. Completion of a satisfactory progress report is a prerequisite for re-enrolment in the following year. The annual review serves a very useful purpose of prompting self-evaluation, keeping the student on track towards timely completion of their degree. It also alerts the advisors to supervisory problems, and allows early identification of other issues such as dissatisfaction with resources etc.

4.7 Guidelines on International Collaboration and Joint Programs

- Possibility of launching the program jointly with other reputed international institutions to be undertaken by college

4.8 Guidelines on Financial Support

- Policy on Teaching and Research Assistantships
- KIMEP supported Fellowships and Awards
- Donor Supported Fellowships and Awards

4.9 Guidelines on Tuition Fees

- Comprehensive analysis of the cost of programs department wise
- Student Financial Responsibility and Tuition Fees

SECTION V: OTHER SUPPORT SYSTEMS

5.1 Student handbook

A comprehensive student handbook should be available to all doctoral degree students, either in paper form or on the web. This provides students with information on the following:

- All relevant university policies, procedures, academic regulations of the Doctoral program
- Financial Support Schemes
- Guidelines for preparation of research proposals and theses
- Language requirements
- Student support facilities
- Library provisions and facilities

5.2 Code of Good Practice

The university will promote a Code of Good Practice in Research Supervision that sets out the responsibilities of thesis supervisors, supervisory committee, advisors, students and the university. Awareness of this Code is promoted among all parties through student and staff induction programs, information packages for students, advisors and supervisors.