


## Annex 3



«Approved»  
JSC "KIMEP University",  
Dr. Chan Young Bang,  
PhD, President  
\_\_\_\_\_ (signature)



« 5 » July 2018.

**Report on correcting actions on elimination of the remarks and implementation of recommendations of the IQAA external experts in the frame of post-accreditation monitoring of institutional accreditation**

| №                    | Revealed non-compliance (remarks), recommendations  | Correcting actions (CA)  | Time period of execution | Individual responsible for execution of CA            | The mark on the implementation (date, signature of individual responsible for execution of CA) | Notes |
|----------------------|---|--|--------------------------|---|--|-------|
| 1                    | 2   | 3  | 4                        | 5   | 6  | 7     |
| <b>ON STANDARD 1</b> |   |  |                          |   |  |       |
| 1                    | The University should make the main strategic objective more realistic by refining it (or transfer it to the University's Mission Statement and | KIMEP University developed the 2018-2021 Strategic Plan during the summer of 2017. For implementation in Spring 2018. KIMEP has been using the 2018-2021 | Ongoing                  | Office of Provost and General Deputy to the President |           |       |


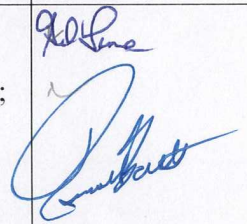


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|   | Vision) and indicate a road map of achieving it, together with the specification of KPIs. This is particularly relevant for KIMEP's far-reaching ambitions.             | Strategic Plan and a committee of faculty, staff, students, alumni and employers has been put together to review the plan, evaluate its current success and make recommendations for any changes to the plan. The annual review process is critical for the plan to stay up-to-date and relevant. KIMEP will begin the process of looking for an individual to lead Quality Assurance efforts at the university as the current Quality Assurance and Institutional Research Department is focused solely on Institutional Research.  |           |   |  |  |
| 2 | The University should prepare its long-term development strategy.   | The Review Committee of the Strategic Plan will prepare recommendations of a long-term development strategy that fits with KIMEP's long term goals and the realities of higher education in Kazakhstan.  | Fall 2019 |   |   |  |
| 3 | In line with KIMEP's most recent mission statement, the internal quality assurance system should include research, student-centered learning and university governance. | June 17, 2013 " <i>KIMEP University, policy for quality assurance in education</i> " document was developed. This document presents principles for quality assurance, information about the structure of the quality assurance system, a brief mention of its processes and a broader presentation of several areas: recruitment, study programmes, education, student-centred teaching and learning environment, support offered to students, and links between study programmes and labour market needs. More detailed objectives have been formulated for each of the areas including research. (This policy was revised in December 2017 by the Academic Council). | Fall 2018 | Office of Vice President of Academic Affairs;<br>Office of Quality Assurance and Institutional Research |  |  |

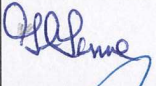
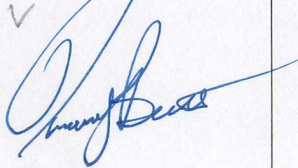


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|   |  | <p>The work on improving Internal Quality assurance system was continued on regular basis. In February 2014 KIMEP University <i>Academic Quality Plan</i> was produced by Dr. Ewan Simpson, Executive Director of Academic Quality, and approved by Academic Council in March 12, 2014. It is effective until AY2017/2018.</p> <p>KIMEP's updated Quality Assurance Policy and Handbook will include a Continuous Quality Improvement Process specifically for research and student-centered learning.</p>   |                 |   |  |  |
| 4 | The internal quality assurance system should undergo a regular comprehensive internal review (audit).  | <p>KIMEP's internal quality assurance system is currently undergoing a comprehensive internal review by the offices or the VPAA, QAIR, and Academic Council. After this review is completed, KIMEP will make any needed revisions to our current quality assurance system.</p>   | On annual basis | Office of Vice President of Academic Affairs;<br>Office of Quality Assurance and Institutional Research |   |  |
| 5 | The University should create a quality manual/handbook-like document containing a professional and comprehensive description of the internal quality assurance system and its functioning. | <p>KIMEP's Quality Assurance Handbook is currently under review and will be revised for approvals. This revised handbook will contain descriptions of KIMEP's quality assurance system and its functioning. It will cover University governance, academic and non-academic quality culture; academic programs design, approval, evaluation and review; alumni and employers participation; support offered to students; scientific research; institutional research (surveys); monitoring process, etc. Faculty, students, alumni, administrative staff are involved into revising of the QA</p> | Spring 2019     | Office of Vice President of Academic Affairs;<br>Office of Quality Assurance and Institutional Research |  |  |



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|   |  | handbook.   |             |  |  |  |
| 6 | Consider involving also local experts in KIMEP management to ensure more continuity and involvement of the local community.  | KIMEP currently has professional advisory boards for BCB, CSS and the Law School. These advisory boards meet regularly and include alumni and employers. Senior Management receives support from the Board of Trustees made up of both educational professionals and business professionals. In addition, KIMEP hires western experts to fill academic senior management positions. | Ongoing     | Office of Provost and General Deputy to the President  | ✓  |  |
| 7 | Publish the quality assurance policy document and the main outcomes of the PDCA cycle for transparency reasons and maximal involvement of all stakeholders including employers and alumni. | After approval QA handbook by Academic council, it will be placed on University web-site and published for awareness of all stakeholders including students, parents, employers, alumni and corporate partners.   | Spring 2019 | Office of Vice President of Academic Affairs; Office of Quality Assurance and Institutional Research; Department of Marketing, Communications and Public Relations | <br> |  |

## ON STANDARD 2

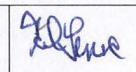
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|---|--|---|---------|---|---|--|
| 1 | Reduce frequency of organizational restructuring | KIMEP is dependent on foreign experts in academic senior management positions. Because of the nature of the work and the lack of stability with the tenge (national currency) it is difficult to keep international managers for long periods of time. The university does its best to hire individuals who are committed both to KIMEP and | Ongoing | Office of Provost and General Deputy to the President |  |  |
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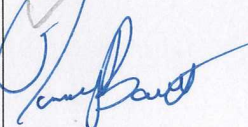

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|   |   | Kazakhstan to maintain competent and stable; leadership and faculty.   |                     |  |  |  |
| 2 | Further refine system of surveys to increase efficiency of this tool.   | <p>For further enhancement of survey system the responsible unit plans to continue:</p> <ul style="list-style-type: none"> <li>- revision of data-gathering tools that match the University strategy priorities and operational needs;</li> <li>- seeking feedback on unit's projects from key stakeholders;</li> <li>- consulting other University units on the survey tools for performance monitoring;</li> <li>- support of information needs and requirements of the University and community members in the area of institutional research;</li> <li>- assisting the staff professional growth.</li> </ul> | On continuous basis | Office of Quality Assurance and Institutional Research | ✓<br> |  |
| 3 | Align internal regulatory documents on the management of educational activities with the regulatory requirements of the Ministry of Education and Science of the Republic of Kazakhstan with regard to the regulation of the construction of study programs on a modular basis, as well as dual training. | At KIMEP University we have 4 dual degree programs at Bang College of Business, College of Social Science and Law School. Modular programs are run in the Executive Education Center like Executive MBA and Mini-MBA programs that were recently accredited by FIBAA. KIMEP is in general compliance with state educational standards.   | N/A                 | N/A  |  | No need for implementation. It's already existing. |

**ON STANDARD 3**

|   |  |  |  |                      |   |  |
|---|--|--|--|----------------------|---|--|
| 1 | The University should work out its own concept of student-centered learning and show how various practices in curricula, teaching and learning and assessment are integrated into consistent SCL quality assurance system. | During the spring 2018 semester KIMEP faculty participated in professional development offered by KIMEP's Center for Educational Excellence regarding student-centered learning and how to better engage students in active learning. Also | Beginning spring semester 2018 and continuing. | Dr. Juldyz Smagulova |  | No need for implementation. It's already existing. |
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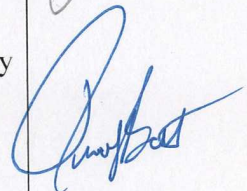



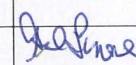


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|                      |   | included in the PD was assessment of learning outcomes training and KIMEP's quality assurance framework.  |                                |   |  |  |
| <b>ON STANDARD 4</b> |   |   |                                |   |  |  |
| 1                    | Consider shifting the focus from the more traditional disciplines to new fields in order to meet the demands of the labor market and the students;  | At this time KIMEP is evaluating whether or not to begin programs in Hospitality and Management and Supply Chain Management.  | Ongoing                        | Deans   |   | No need for implementation. It's already existing. |
| 2                    | Provide KIMEP students automatically with a Diploma Supplement following Bologna guidelines;  | From Spring 2018 the Supplement will be issued automatically to all graduates, free of charge, in English language. Diploma Supplement can be issued upon request to alumni graduated in 2013 and onwards.  | According to academic calendar | Office of Vice President of Academic Affairs; Registrar office                              |   | No need for implementation. It's already existing. |
| 3                    | Activate internal mobility of faculty and students.   | KIMEP University will review the possibility for internal mobility of faculty and students among Kazakhstani Universities   | An annual basis                | Department of International Academic Mobility; Office of Vice President of Academic Affairs | <br> |  |
| <b>ON STANDARD 5</b> |   |   |                                |   |  |  |
| 1                    | In cooperation with labor market representatives, consider introducing new, shorter study programs, including interdisciplinary, post-graduate ones ensuring KIMEP a safe "niche in the education market". Consider deeper modularization of the study program in order to make them more flexible and attractive for students. | KIMEP's Executive Education Center (EEC) offers shorter programs such as the mini MBA as well as management/business courses that result in KIMEP certificates. In addition, KIMEP's Center for Educational Excellence offers courses that result in KIMEP certificates in the areas of language, best teaching practices, and assessment of student learning outcomes. Ongoing discussions will continue to occur between the Colleges and their Industry Advisory Committees for suggestions on | Ongoing                        | Deans   |   | No need for implementation. It's already existing. |

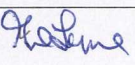


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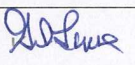
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|   |  | further programs that can be offered in a short period of time.   |                       |   |   |  |
| 2 | Choose 3-5 partner institutions for study program benchmarking exercise.                                       | Memorandums of Understanding (MOUs) have recently been signed to partner with Hong Kong University and Beijing Normal University that will assist KIMEP with benchmarking exercises. Other universities are now being considered to be added to partner with for benchmarking. Currently KIMEP has 163 MOUs with partner universities all over the world. | Ongoing               | Department of International Academic Mobility |    | Will continue to develop partnerships. |
| 3 | More closely link the programs' learning outcomes to NQF.  | Professional Development will be offered to KIMEP faculty beginning the fall 2018 semester to introduce the NQF to them. The NQF has already been introduced to the Deans of the Colleges.  | Fall 2018 and further | Dr. Juldyz Smagulova                          |    |  |
| 4 | Introduce periodical evaluation of the quality of diploma thesis and their reviews.                            | In the fall 2018 semester, KIMEP will form a subcommittee of the Academic Council called the Program and Curriculum Review Committee which will be reviewing the quality of KIMEP theses as well as a review of all KIMEP programs and curriculum.  | Fall 2018 and further | Dr. Frederick Emrich                          |    |  |
| 5 | Strengthen the control of the syllabus quality.  | In the fall 2018 semester, KIMEP will reinstate a subcommittee of the Academic Council called the Program and Curriculum Review Committee which will be reviewing all KIMEP programs and curriculum to ensure all are mapped to the relevant National Qualifications Framework.   | Fall 2018 and further | Dr. Frederick Emrich                          |   |  |
| 6 | Develop a strategy for participation in the competition of study programs initiated by the National Chamber of | KIMEP has already participated in this ranking by the "Atameken" National Chamber of Entrepreneurs  | Ongoing               | Office of Vice President of Academic Affairs  |  |  |



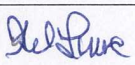
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|   | Entrepreneurs "Atameken".  |  |         |                    |   |  |
| 7 | Create branches of departments at the bases of practice for effective implementation of dual training. | KIMEP offers its Executive MBA program in Astana and Aktau. In addition, KIMEP offers four dual degree programs with Humboldt University in Germany, University of Glasgow, UK, ESC Rennes School of Business, France, the Catholic University of Lille, France, and the University of Catalonia, Spain. | Ongoing | Dr. Huseyin Bulent |  | No need for implementation<br>It's already existing. |

**ON STANDARD 6**

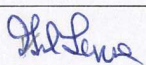

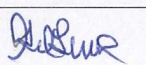
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| 1 | Initiate a discussion on the workload of faculty especially with regard to research and teaching in line with the overall strategy | There have been ongoing discussions regarding workload of faculty who are conducting excellent research. There are currently a number of faculty who receive teaching load reductions as a result of their research activities. One example is that Dr. Zhenis Kembayev from the School of Law received a grant from The Education, Audiovisual and Culture Executive Agency delegated by European Commission. | Ongoing | Deans and Office of Vice President of Academic Affairs |  |  |
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**ON STANDARD 7**

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| 1 | The volume of financial income from research activities in the period under review was 0%. | Although financial income from research activities at KIMEP is low, it is not 0%. For example KIMEP has received \$35,000 from Norwegian Center for 2 year project "unpacking China in Central Asia", \$10,000 from the Friedrich Ebert Foundation, and 49,962 EURO from The Education, Audiovisual and Culture Executive Agency delegated by European Commission for the project under the Jean Monnet Activities within the ERASMUS+ PROGRAMME. | Ongoing | Deans, Research Coordinators and faculty |  |  |
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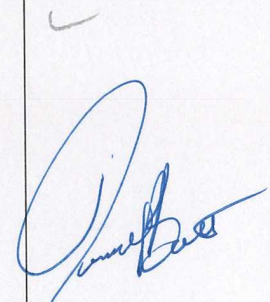
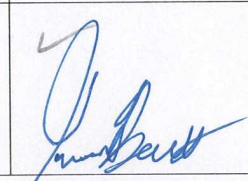


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|   |  | KIMEP will continue to seek further opportunities for future research grants both within and outside of Kazakhstan.  |                       |  |   |  |
| 2 | Intellectual potential of faculty is not used to the full extent for the implementation of research activities.  | KIMEP faculty produced an average of 1.9 research papers per faculty in the academic year 2016-2017. More research opportunities will exist as the internal budget for research increases for the fiscal year 2018-2019. An emphasis will be placed on faculty applying for external funding for their research.   | Ongoing               | Deans, Research Coordinators and faculty   |    |  |
| 3 | Research activities are funded by the University, other sources of funding are not available.  | KIMEP faculty and departments have received external funding and grants. For example, KIMEP has received \$35,000 from Norwegian Center for 2 year project "unpacking China in Central Asia", \$10,000 from the Friedrich Ebert Foundation, and 49,962 EURO from The Education, Audiovisual and Culture Executive Agency delegated by European Commission for the project under the Jean Monnet Activities within the ERASMUS+ PROGRAMME.<br>KIMEP will continue to seek further opportunities for future research grants both within and outside of Kazakhstan. | Ongoing               | Deans, Research Coordinators and faculty   |    |  |
| 4 | KIMEP University is not visible as an active member of the international scientific community as research output is low and publications have a low impact factor. Currently KIMEP does not rank among the top 1000 and its strategic goals are too ambitious given the current output and reputation within the | KIMEP will increase the internal funding for faculty research for the 2018-2019 academic year, placing emphasis on publications on faculty research in SCOPUS and Thomson-Reuters that have a higher impact factor. Promotion criteria for faculty will be reviewed which will require higher impact factor publications in order to   | Fall 2018 and further | Office of Vice President of Academic Affairs and KIMEP Promotion and Retention Committee |  |  |



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|                      | international scientific community.  | be promoted within the professorial ranks.  |         |                                  |   |  |
| <b>ON STANDARD 8</b> |  |   |         |                                  |   |  |
| <b>1</b>             | Identify and tap other financial resources like government grants, endowments from external donors, international organizations.             | <p>The Corporate Development Department (CDD) seeks financial sponsorship and support from national and international donor organizations and companies. The department works to raise funds for KIMEP's academic and institutional development. CDD is planning to increase external funding from year to year. For this purpose the department always seeks for new organizations and new programs that may be beneficial for KIMEP.</p> <p>In 2016-17 CDD managed external scholarships for 151 students-scholars, in 2017-18 – 169 students-scholars. Among our scholarship donors are corporate association KAZENERGY, international foundation USCAEF, Yerzhan Tatishev Foundation NGO, NCOC corporation, Tengizchevroil corporation, Karachagank Petroleum corporation, Samsung corporation, Kondrad Adenaurer international foundation and others. During reported period CDD is planning to increase numbers of sponsors and donors, learn international fundraising sources and actively apply.</p> | Ongoing | Corporate Development Department |    |  |
| <b>2</b>             | KIMEP should plan to professionalize its alumni activities and try to establish joint ventures with companies to acquire additional funding. | The Corporate Development Departments is responsible for The Alumni Association. Alumni currently serve on KIMEP's business advisory board and as mentors to various student organizations on campus.   | Ongoing | Corporate Development Department |  |  |

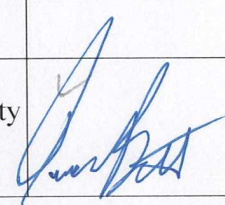


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|   |   | <p>CDD/Alumni Association activities include: developing an active network of alumni branches, as well as discipline-specific alumni groups; serving an important role to KIMEP as benefactors, as spokespersons and advocates for the University, as advisors to the Colleges, and as a positive voice championing the importance of a KIMEP degree; acting as role models for current KIMEP students; fundraising for current students through the Rakhmet Scholarship Fund; annual reunions, luncheons and networking activities that recognize outstanding alumni in spheres of professional development and community service; working on annual issue of Alumni Magazine- the Journal that informs about achievements of our alumni, reports on University news and describes various events, where KIMEP Alumni are involved.</p> <p>CDD is planning to bring the most successful international experience in alumni affairs and makes is traditional for KIMEP. As for joint ventures, CDD is planning to learn international experience and national legislation for that and with top management support establish new entity.</p> |     |     |  |  |
| 3 | For the coordination of the electronic systems developed by the university itself and by third-party developers (MES, employers, etc.), the University of KIMEP is recommended to develop and | CISC continuously works on improvement of on-line services and implementation of new technologies for needs of academic and administrative departments. Three most important areas of our development are:   | N/A | N/A |  | No need for implementation<br>It's already existing. |


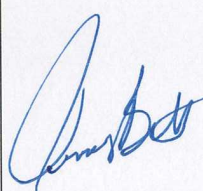
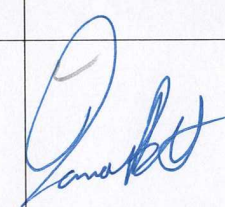


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|   | implement a single information space for effective decision-making on the use of available resources.   | <p>services for students provided through KIMEP Student Portal, services for faculty provided through KIMEP Faculty Portal and services for applicants provided through KIMEP Applicant Portal.</p> <p>KIMEP Student Portal is an integrated access point for all available learning resources and on-line services. Using Student Portal student can access learning materials on file server L-Drive, LMS MOODLE and on-line electronic resources provided by KIMEP Library. Student Portal gives access to on-line registration system during registration system and on-line access to most important services. Part of on-line services is available through Student Mobile Application.</p> <p>Faculty Portal provides services for academic departments, it contains Personal Profile of each faculty member, Course syllabi, Course management Forms. It gives faculty members access to administrative and academic policies, results of faculty evaluation surveys, etc.</p> <p>KIMEP Applicant Portal provides all necessary services for prospective KIMEP students. Applicants can submit all documents on-line, pass on-line test (KEPT), and get consultations from Admission officers.</p> |     |   |   |  |
| 4 | Construct further student dorms in the long-run to allow the expansion of admission of applicants from the countries of Central Asia and China. | KIMEP does not have space on the campus for construction of additional dorms. In addition, KIMEP has adequate renovated dorm space at the current time.  | N/A | Office of Provost and General Deputy to the President |  |  |

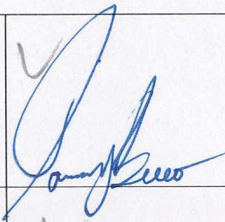
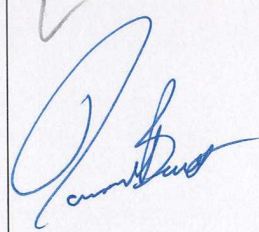



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| 5                    | In order to limit financial risk, KIMEP should thoroughly analyze which activities should be conducted by the university and which areas can easily be outsourced. | University is doing an analysis to mitigate the financial risk on an ongoing basis. For instance, this year inner yard landscaping care was outsourced. Also, this year it was found that outsourcing internal security and internal cleaning are not viable options for the University. In addition to the internal analysis, the University is subject to the yearly external audit, which apart from reviewing financial statements reviews and recommends improvement to the operational efficiency as well.                          | Ongoing         | President's Cabinet   | ✓<br> |  |
| <b>ON STANDARD 9</b> |  |   |                 |   |  |  |
| 1                    | Update the information on the website at regular intervals.  | All departments, faculty and staff are responsible for creating and updating content for their own Web pages. The updated information is sent to MCPR Web Administrator to place it at the website on regular basis. In case the design is needed, MCPR also provides Designer services for that. All information published on all related KIMEP web pages is a subject to revision/comments/approval by the Department of MCPR, Office of Vice President for Academic Affairs and Office of Provost and General Deputy to the President. | On weekly basis | Each Unit and College;<br>Department of Marketing, Communications and Public Relations<br>– Web Administrator | ✓<br> |  |
| 2                    | Publish also relevant policy documents on the website to inform and involve both internal and external stakeholders.   | MCPR Policies and Procedures be placed at Publication page<br><a href="https://kimep.kz/about/publications/">https://kimep.kz/about/publications/</a> under MCPR heading.   | August 01, 2018 | Department of Marketing, Communications and Public Relations  |     |  |
| 3                    | Ensure all relevant documents are also   | Check the availability of all relevant  | September 01,   | Department of   |  |  |



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|   | available on the website in English (if only summaries).   | documents at the website. Place the English version.   | 2018 | Marketing, Communications and Public Relations   |  |  |
| 4 | Add an easily acceptable folder on the website on quality assurance for maximum involvement of stakeholders.   | Currently, the information is available at the website in Publication page <a href="https://kimep.kz/about/publications/">https://kimep.kz/about/publications/</a>   | Done | Office of Quality Assurance and Institutional Research; Department of Marketing, Communications and Public Relations |  |  |
| 5 | Add an easily acceptable folder on the website on student representation with a link to a separate website for student bodies ensuring maximum involvement of students in all KIMEP affairs. | Currently the website has the separate webpage on student representation under Current Students section <a href="https://kimep.kz/current-students/kimep-student-association-ksa/">https://kimep.kz/current-students/kimep-student-association-ksa/</a><br>For further development, close work of Student Affairs and MCPR will be made. | Done | Office of Student Affairs, Department of Marketing, Communications and Public Relations                              |  |  |

**Individual responsible for accreditation (Full name):** Dr. Gilbert Linne тел.: 8 (727) 270-42-36, e-mail: [gil.linne@kimep.kz](mailto:gil.linne@kimep.kz)