

KIMEP University  
**Strategic Vision, 2020-2023**



## INTRODUCTION

### KIMEP University: A World-Class University in the CIS

For nearly three decades, KIMEP University has provided students of the Republic of Kazakhstan with a world-class, Western-style education, unparalleled leadership training, and exceptional professional development and orientation, shaping the next generation of political and business leaders and specialists in Central Asia and abroad.

#### The highest rates of student and employer satisfaction

The student population at KIMEP University is over **2,500 students**, and over **12,000 graduates** across the globe call us their alma mater. Our rigorous academic degree programs produce graduates who are both theoretically and experientially ready for the workplace — our alumni boast **97% employability** within the first 6 months of graduating, and out of their employers, **96% plan to continue regularly recruiting KIMEP graduates**.

#### Home to the highest concentration of Ph.D. holders in the CIS

KIMEP University's diverse collective of faculty is composed of **110 faculty members**, Out of these, 90 employees (or 82 %) have a doctoral degree and degree of Candidate of Science. 50 faculty (or 45%)are **foreign employees**, while **68% (or 75 faculties) received their degrees overseas**.

*INTRODUCTION, continued*

#### The most transparent university, with zero tolerance for corruption

KIMEP's student-centered governance and decentralized management distinguishes it from all other universities in Kazakhstan. All important university decisions are made in an open and transparent format, and student representatives compose **over 30% of all university committees**, including the tender and budget committees, as well as the academic council. This is a very unique system of governance, which is unmatched by even the most prestigious universities in the U.S. or Europe and in which KIMEP takes great pride.

#### Exceeds the highest international accreditation standards

KIMEP is recognized as the **#1 Leading University in Kazakhstan in the category humanitarian – economic universities** and also **#1 Leading University in Reputational Assessment of Employers and Experts' Evaluation** by IQAA. Our academic programs, including Accounting and Audit; International Law, International Relations, Finance, Foreign Languages; Economics and Business are ranked #1 in all of Kazakhstan by IQAA. Each of our academic programs has at **least two international accreditations** from world-renowned, independent agencies, including FIBAA and IQAA. International professional associations in accounting, audit, marketing and management, such as ACCA, CIMA, and ICAEW, recognize KIMEP as a Partner in Learning.

## The best investment for prospective students

KIMEP produces high-quality, top-recruited graduates in an extremely **cost-effective** way. KIMEP offers a world-class education for roughly US \$7,000 per year, while an education of comparable quality abroad would cost at least 7 times more, at \$50,000 per year. Upon graduating from KIMEP, a student can achieve **full return on his/her investment within 3.5 years**, while it would take a graduate from a university abroad 25 years to pay off in Kazakhstan.

## The only private university that is fully financially self-sustainable

KIMEP does not depend on any outside support. Offering one of the **highest median salaries**, \$80,000, for our professors, and investing \$3 million in 2017 alone into our state-of-the-art facilities, KIMEP is completely financially independent and viable, with **\$15.4 million in cash reserves**. Over the past 8 years, Dr. Chan Young Bang and Mrs. Bang have contributed over \$700,103 to the university scholarship fund, which is 3 times the state contribution. 15% of KIMEP's total tuition revenue is yearly allocated to the scholarship fund.

*Note: Financial figures in USD are for illustrative purposes only and use the average exchange rates for the relevant time periods.*

*STRATEGIC VISION, 2020 - 2023: An Overview*

## An essential player in the realization of a modernized Kazakhstan

In 1991, President Nursultan Nazarbayev articulated his vision of an economically prosperous and developed Kazakhstan with a vibrant civil society, through the advancement of higher education. Today, KIMEP continues to be the key implementer of national educational reforms and pursuer of enduring educational excellence through the cultivation of the next generation of educators and scholars. KIMEP has proven itself to be the **most credible university** that can educate the future business leaders and economic specialists, who will spearhead this dynamic transformation. **KIMEP and its alumni are imperative to achieving this mission**, as the state cannot realize it alone.

## STRATEGIC GOALS, 2020 - 2023

KIMEP University's 3-year strategic goals have been designed to ensure the institution's improvement of its already unparalleled return on student investment through the realization of both quantitative and qualitative goals.

### IMPEDIMENTS TO IMPLEMENTATION

#### Ownership

Today, the prosperous future lying ahead of KIMEP University has been jeopardized by the privatization initiative of the Government of the Republic of Kazakhstan, the most significant challenge the university has faced in its 25-year history. Should the Government choose to transfer its 40% ownership of the shares of KIMEP University to a third-party individual whose intentions are not aligned with the goals of the university, the entire course of the esteemed institution would be diverted.

However, through the transfer of the remaining shares by sale to the Bang Educational Foundation, establishing KIMEP University as a fully private, non-profit institution of higher education, the auspicious trajectory of the university will be preserved. Thus, the advancements of education and science in the Republic of Kazakhstan accomplished by KIMEP University faculty and students will continue.

KIMEP University's unwavering commitment to transparent and democratic governance is the core of the institution's unique management philosophy, which has guided the unmatched, student-centered university since its inception and led it to remarkable academic achievement, exceeding the highest international standards. To protect this extraordinary legacy, the current leadership and ownership must retain its position.

- 1 Increase student enrollment (page 5)**
- 2 Enlarge the number of highly-qualified faculty (page 7)**
- 3 Expand total academic degree program offerings (page 8)**
- 4 Receive further international accreditation (page 11)**
- 5 Increase faculty research output (page 16)**

## *STRATEGIC VISION, 2020 - 2023: An Overview, continued*

### **Academic Freedom and Autonomy**

In addition, there is another obstacle which obstructs the realization of KIMEP University's utmost potential — a lack of academic freedom. Without the ability to teach, pursue, and discuss knowledge without restriction or interference from the ever-changing regulations of the state, KIMEP University will never achieve its strategic goals, including the obtainment of prestigious accreditation from leading international agencies, the development of internationally-competitive degree programs, and the advancement of research and scholarly achievement.

Were the Government of Kazakhstan to grant KIMEP University Special Status as an institution with academic freedom and institutional autonomy, it would guarantee the sustained development of the economy and society of the Republic of Kazakhstan by safeguarding the next generations of innovators, leaders, and public servants. The future academics and professionals of the nation must be trained by an institution which can fully exercise the liberty to pursue excellence in education and research, exempt from the regulations of the MES, which are inconsistent with the norms of a Western-style institution and hamper the development of specific areas of education, especially general education. Due to the sheer volume of courses required by MES stipulations, KIMEP is unable to expand its program of social sciences and humanities, which is a fundamental aspect of all Western-style universities. The dynamic development and consolidation of the general education program will render KIMEP eligible for prestigious international accreditations. Without academic freedom and institutional autonomy, even the most esteemed Western universities, such as the private Ivy League conference in the U.S., could never have attained the levels of academic excellence that define them today.

Additionally, Special Status is necessary for KIMEP University to receive international accreditation from credible agencies, such as The New England Commission of Higher Education (NECHE, formerly known NEASC) and the Association for the Advancement of Collegiate Schools of Business (AACSB), which refuse to consider applications for accreditation from KIMEP University unless it can achieve institutional autonomy.

### **5 YEARS AND BEYOND: KIMEP Medical University**

Upon the preservation of KIMEP University's current ownership and granting of academic freedom and autonomy by the Government of the Republic of Kazakhstan, the university aims to establish an internationally-competitive, private medical university, in order to educate healthcare professionals and researchers in accordance with global standards. While such state institutions exist in the Republic of Kazakhstan, it is of paramount importance that market competition intensifies through the founding of a private medical university in order to ensure the continuous evolution of educational standards and medical innovation in the nation.

Should the state initiate the privatization of any of its medical universities, KIMEP University would offer its participation as entrusted management of the institution. Within a matter of years, the medical university would see enormous improvements and, upon reaching satisfactory performance, it could be fully privatized and purchased by the Bang Education Foundation, to be integrated with the existing colleges of KIMEP University.

Throughout the approaching 5 years and beyond, KIMEP University's overarching objective is to fulfill the mission entrusted to its leadership by first President Nursultan Nazarbayev upon the institution's foundation in 1992 — to establish a world-class university, specially-equipped to propel the Republic of Kazakhstan towards sustained economic prosperity and societal advancement for generations to come.

## GOAL 1: Increase student enrollment

KIMEP offers a unique and vibrant environment for local and international students to develop holistically, with more than 30 student clubs and organizations active on campus. According to the 2018 Student Satisfaction Survey, KIMEP students reported an overall satisfaction score of 4.16 out of 5. This overwhelmingly positive result shows how deeply students' well-being, concerns, and suggestions are valued by KIMEP administration and staff, which is reflected in KIMEP's high student enrollment.

**Student Enrollment by College in AY 2018-19 and Fall 2019**

	AY 2018-19		
	UGRAD	GRAD	Total
Bang College of Business	1389	205	16
College of Social Sciences	343	68	
Law School	202	46	
Language Center	29	16	
Non-degree	89	55	
<b>Total</b>	<b>2052</b>	<b>390</b>	<b>16</b>
International	341		
Percentage of international students	14%		

	Fall 2019		
	UGRAD	GRAD	Total
Bang College of Business	1201	163	15
College of Social Sciences	354	53	
Law School	181	39	
Language Center	53	13	
Non-degree	57	21	
<b>Total</b>	<b>1846</b>	<b>289</b>	
International	265		
Percentage of international students	12%		

*\*This figure represents the actual number of enrolled students for Fall 2019.*

*GOAL 1: Increase student enrollment, continued*

<b>Student Population Projections</b>								
New incoming students	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
UGRAD		390	464	510	490	515	552	578
GRAD		104	102	112	138	144	154	161
Total		494	566	623	628	659	706	739
Overall student population	2,725	2,512	2,596	2,729	2,143	2,300	2,700	3,000
Assumptions:								
<ol style="list-style-type: none"> <li>1. Year to year increase in freshmen enrollment is projected 2 to 7%.</li> <li>2. Non-degree and post-graduate students are included</li> <li>3. Attrition rate to remain 7%</li> </ol>								

Over the next 5 years, KIMEP University hopes to increase student enrollment by 18%, thus bringing the total student population to 3,000. With the introduction of numerous new degree programs each year, recruitment of new highly-qualified international faculty, and the continuous evaluation and improvement of facilities, student services, and university life, KIMEP will undoubtedly continue to attract students in greater numbers from all over Kazakhstan, Central Asia, and the world.

*GOAL 2: Enlarge the number of highly-qualified faculty*

**Faculty members who teach degree programs (breakdown by degrees) in Fall 2019**

Degree type	Bang College of Business	College of Social Sciences	Law School	College of Humanities and Education	Total
Terminal degree (PhD, DBA, JD, D.Sc., C.Sc.)	34	27	9	20	90
Master's degree	7	2	1	10	20
Total	41	29	10	30	110
<b>Percentage of faculty with terminal degrees</b>	<b>82.9%</b>	<b>93.1%</b>	<b>90%</b>	<b>66.7%</b>	<b>81.8%</b>
<b>Foreign faculty</b>	<b>17</b>	<b>14</b>	<b>8</b>	<b>11</b>	<b>50</b>
<b>Percentage of foreign faculty</b>	<b>41.5%</b>	<b>48.3%</b>	<b>80%</b>	<b>36.7%</b>	<b>45.5%</b>

Student/faculty ratio for full-time faculty teaching degree programs as of FALL 2019= 2,332 / 110 = 21  
 Total number of full-time faculty = 110

In order to properly orient the next generation of specialists and leaders, KIMEP recruits new international professors each year, all of whom are highly qualified experts in their respective fields abroad and according to international accreditation criteria. KIMEP has the highest concentration of faculty with PhDs in the Commonwealth of Independent States. 82% of our faculty hold terminal degrees, while the remaining 18% are fully professionally qualified. 45.5 % of faculty are foreign, while 68% received their degrees overseas. In the next 5 years, KIMEP hopes to expand the number of full-time faculty to 135, who will continue to advance our academic programs beyond the highest international standards.

*GOAL 3: Expand total academic degree program offerings*

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

KIMEP currently offers 29 different degree programs, which ensures that students have the freedom to choose the best academic path to achieve their academic goals and professional aspirations. KIMEP periodically evaluates the diversity and quality of its programs, and seeks to significantly expand the number of disciplines we offer in the next 5 years. KIMEP successfully launched 3 new academic degree programs in spheres of high demand.

*GOAL 3: Expand total academic degree program offerings, continued*

<b>New programs in AY 2021-2023</b>			
<b>Bang College of Business</b>	<b>College of Social Sciences</b>	<b>Law School</b>	<b>College of Humanities and Education</b>
Undergraduate programs			
Bachelor in Logistics Bachelor in Tourism and Hospitality Bachelor in Insurance and Risk Management	Bachelor in Data Science	Bachelor in Finance and Law	Bachelor of Arts in Mathematics Education Bachelor of Arts in Arts Management
Graduate programs			
Master in Insurance and Risk Management Master in Information Systems Master in Finance and Law Master in Marketing and Journalism (Social Media) Master in Information Sciences and Finance (Fintech, Information System Security)	PhD in Economics PhD in International Relations PhD in Public and Municipal Administration	Master in Jurisprudence Master in Law and MBA PhD in Law	Master of Arts in Translation and Technical Writing Master of Arts in Education Policy and Management PhD in Education Policy and Management PhD in Foreign Languages

### GOAL 3: Expand total academic degree program offerings, continued

Dual degree programs in AY 2018- 2019
<b>Bang College of Business</b>
Bachelor of Science in Business Administration and Accounting (KIMEP University) + Bachelor of Science in Business Administration (IESEG School of Management, France)
MBA (KIMEP University) + Master of International Business (IESEG School of Management, France)
MBA (KIMEP University) + MSc in International Management (ESC Rennes School of Business, France)
MBA (KIMEP University) + Master in Entrepreneurship, Venture Capital and Private Equity (The Universitat Internacional de Catalunya, Spain)
<b>College of Social Sciences</b>
Master of International Relations (KIMEP University) + Erasmus Mundus International Master in Central, East European and Eurasian Studies (multiple degree program with 7 European universities)
Master of Arts in Economics (KIMEP University) + Master of Science in Economics and Management Science (Humboldt University, Germany)
Master of Arts in Economics or Master of International Relations (KIMEP University) + Master of Arts in Korean Studies or Master of Global Affairs and Policy or Master of Global Economy and Strategy (Yonsei University, South Korea)
Master of Public and Municipal Administration (KIMEP University) + International Master of Public Administration – iMPA (Graduate Institute of Public Administration, University of Lausanne, Switzerland)

Dual degree programs in AY 2023- 2024
<b>Bang College of Business</b>
MBA (KIMEP University) + MSc in International Finance and Accounting, MSc in Energy, Trade and Finance ( The City University, UK)
Master of Finance (KIMEP University) + Master in Finance (Illinois University Urbana-Champagne USA)
<b>College of Social Sciences</b>
Master of International Journalism with School of Journalism, Communications and Media Production (France)
<b>Law School</b>
Master in International Law with Vytautas Magnus University (Lithuania)
Master in International Law with University of Leicester (UK)
Master in International Law with Bucerius Law School (Germany)

KIMEP has established partnerships with more than 165 universities in North America, Europe and East Asia, which offer dual degree and exchange programs, research opportunities, faculty visit programs, and more. This exchange of knowledge between KIMEP and some of the most esteemed universities in the world continuously drives our university to improve its services and surpass higher standards of excellence. KIMEP hopes to provide even more opportunities for students to gain valuable academic and practical experience abroad in the next 5 years.

**GOAL 4: Receive further international accreditation**

<b>INSTITUTIONAL ACCREDITATION IN 2018</b>			
<b>IQAA – Independent Kazakh Agency for Quality Assurance in Education</b> <i>January 2013 - January 2018; January 2018 - January 2023</i>			
<b>FIBAA - Foundation for International Business Administration Accreditation</b> <b>July 2019 – July 2025</b>			
<b>INTERNATIONAL PROGRAM ACCREDITATION IN 2018</b>			
<b>Bang College of Business</b>	<b>College of Social Sciences</b>	<b>Law School</b>	<b>College of Humanities and Education</b>
<b>FIBAA – Foundation for International Business Administration Accreditation</b> International Program Accreditation <i>July 2018 - July 2023</i>			
Bachelor of Accounting and Audit Bachelor of Finance Bachelor of Management Bachelor of Marketing Master of Accounting and Audit Master of Finance Master of Marketing Master of Business Administration <i>Executive MBA</i> <i>November 2012 - May 2018;</i> <i>February 2018 - 2025</i> <i>Mini-MBA</i> <i>February 2013-2018; February</i>	Bachelor of Economics Bachelor in International Relations Bachelor in Journalism Bachelor of Public and Municipal Administration Master of Economics Master in International Relations Master in International Journalism Master of Public and Municipal Administration	Bachelor of Laws Bachelor of International Law Master of International Law	Master of Foreign Language

KIMEP was the first university in Kazakhstan to bring the world’s most prestigious and influential accreditation agencies to the market of HE and has been the first higher education institution to receive specialized accreditation for programs in Business, Social Sciences, and Law from internationally-recognized quality assurance organizations. Currently, KIMEP has the corresponding institutional accreditations and program-based accreditations.

<p>2018 - 2025</p> <p>Doctorate in Business Administration PhD in Accounting and Audit</p> <p>PhD in Finance PhD in Management PhD in Marketing</p>			
<p><b>ACCA - Association of Chartered Certified Accountants</b> Recognition of Degrees with Exemptions from 8 out of 9 ACCA exams <i>January 2016 - December 2020</i></p>			
<p>Bachelor of Accounting and Audit Master of Accounting and Audit</p>	-	-	-
<p><b>CIMA - Chartered Institute of Management Accountants</b> Recognition of Degrees with Exemptions from CIMA exams <i>October 2017 - October 2020</i></p>			
<p>Bachelor of Accounting and Audit Bachelor of Marketing Bachelor of Management Bachelor of Finance</p>	-	-	-
<p><b>ICAEW - Institute of Chartered Accountants in England and Wales</b> Recognition of Degrees with Credit for Prior Learning Exemption from 6 out of 15 exams <i>May 2018 - January 2021</i></p>			
<p>Bachelor of Accounting and Audit Bachelor of Science in Business Administration and Accounting</p>	-	-	-

Master of Business Administration	-	-	-
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In the next 5 years, KIMEP University plans to maintain the accreditations it has received from the abovementioned accreditation agencies. To further strengthen KIMEP University's system of quality assessment, improvement, and external recognition, the university plans to apply for accreditation from the following world-renowned independent accreditation agencies in the U.S. and Europe:

<b>FUTURE INTERNATIONAL ACCREDITATIONS</b>
<p><b>Institutional Accreditations:</b>            Foundation for International Business Administration Accreditation            The New England Commission of Higher Education (NECHE, formerly known NEASC)</p>
<p><b>Program Accreditations:</b>            Association to Advance Collegiate Schools of Business (AACSB)            European Foundation for Management Development (EFMD)</p>

**GOAL 4.1: Attaining Institutional Accreditation from The New England Commission of Higher Education (NECHE, formerly known NEASC)**

Founded in 1885, NECHE is an independent non-profit membership organization which connects and serves over 1,500 public, independent, and international learning communities in the U.S. and worldwide. NECHE Accreditation is a globally recognized standard of excellence for higher education institutions around the world.

KIMEP University must gain full independence and university autonomy to be eligible for NECHE accreditation. KIMEP meets all other eligibility criteria set by the Commission on Institution of Higher Education of NECHE, such as the comparable quality of its academic programs and degrees to those offered in American universities, the existence of a governing board representing the public interest, and an administration, faculty and professional staff, who have significant experience in American higher education.

KIMEP applied for NEASC Accreditation in 2009 and was unable to qualify as it was not a free-standing institution at that time. The accreditation agency recommended KIMEP University to reapply once the issue of privatization is resolved. Contingent on the change in its organizational status and the transfer of ownership leading to KIMEP becoming a fully private institution, the university will reapply and attain prestigious NECHE accreditation.

#### **GOAL 4.2: Attaining Business School Accreditation from the Association to Advance Collegiate Schools of Business (AACSB)**

Founded in 1916, AACSB International is a global, non-profit membership organization of educational institutions, businesses, and other entities devoted to the advancement of management education. AACSB promotes quality management education worldwide and recognizes leading business schools around the globe.

After confirming BCB's eligibility for accreditation in 2012, the AACSB pre-accreditation committee advised KIMEP University to first resolve the issue of privatization and establish itself as an autonomous business education institution. Should KIMEP University become a fully private university and gain university autonomy, it will reapply for accreditation with AACSB.

#### **GOAL 4.3: Attaining the European Foundation for Management Development (EFMD) Accreditation for the Bang College of Business**

EFMD Accreditation is considered one of the most comprehensive certifications of the quality of a business school. EFMD is Europe's largest network association in the field of management development, with over 890 member organizations from academia, business, public service and consultancy in 88 countries.

KIMEP's BCB program has already initiated its application for EFMD accreditation and plans to receive recognition of its high-quality academic program by the end of 2021.

#### **GOAL 4.4: Attaining Institutional Accreditation from FIBAA and Specialized Accreditation for newly launched academic programs**

FIBAA is an independent agency for quality assurance that evaluates educational institutions according to the German Accreditation Council standards. In 2014, the Ministry of Education and Science of the Republic of Kazakhstan included FIBAA to the National Register of Accreditation Agencies. FIBAA has full membership in the European Association for Quality Assurance in Higher Education. FIBAA has accredited 42 higher educational institutions in 22 countries.

In summer 2018, the university attained specialized accreditation from FIBAA for all university academic programs. Since then, the university has launched new programs - Bachelor of Information Systems, Bachelor of Translation Studies, Bachelor of Foreign Languages. KIMEP University plans to accredit all newly launched programs with FIBAA in the coming academic years. KIMEP University is the first university in Kazakhstan, whose academic programs have been accredited by FIBAA and will be the first to receive institutional accreditation from this European agency.

## GOAL 5: Increase faculty research output

Publications in AY 2013-2019	Bang College of Business	College of Social Sciences	Law School	College of Humanities and Education
Books and Book Chapters Published Internationally	23	51	14	11
Publications in Scopus Journals	101	46	11	10
Peer-reviewed International Journals	114	16	32	7
Conference Papers	233	101	48	52
MES approved journals	18	22	2	22

Over the past 5 years, KIMEP faculty have published over 400 publications. KIMEP values the creation, application, and dissemination of knowledge in a culture which fully supports the freedom of inquiry and speech. KIMEP strives to cultivate a sophisticated and open environment, equipped with high-quality resources, opportunities, and support, for both professors and students to conduct high level scientific research. Future goals include increasing the faculty publications in international, peer reviewed journals, as well as the foundation of new research centers, and the launch of a

### Research Centers

The **China and Central Asia Studies Center (CCASC)** was launched in December 2017 by the College of Social Sciences. The center aims to study the political, economic and social aspects of growing Chinese engagement in Central Asian countries with a special focus on the implementation of the Silk Road Economic Belt/Belt and Road Initiative. This center conducts research on: Chinese direct investments in Central Asia; bilateral trade between China and the countries of Central Asia and trade regimes; labor migration and employment; the impact of the Chinese presence on regional economic integration; and best practices of Chinese economic and social reforms applicable in Kazakhstan and other countries of the region.

The **DPRK Strategic Research Center** was established in March 2018 and closely follows developments of the Democratic People's Republic of Korea and collaborates with policymakers and experts in the Korean conflict. The center's mission is to construct policy recommendations for the establishment of peace

and prosperity on the Korean Peninsula through economic reform and opening. Since its founding, the center has published over 25 articles in international outlets. Two full-time faculty members from the Department of International Relations in the College of Social Sciences conduct research in the center, along with collaborating faculty from other departments.

### **Center for Educational Excellence**

The aim of this center is to provide a life-long professional development, internship and re-qualification for professionals in the field of education. The CEE strives to enhance the quality of learning, teaching, scholarship and educational management by being a change agent supporting the transformation of the Kazakhstan's system of education.

CEE offers professional development in three main areas:

- Excellence in Educational Leadership – training educational managers (Rectors, Deans, School Principals, administrators, etc.) to develop their capacity to guide effective change within major educational reforms in Kazakhstan. The special focus will be on program evaluation, international accreditation process and organizational change.
- Excellence in Teaching and Learning – training university instructors primarily and school teachers to enhance the quality of education in Kazakhstani's higher education institutions and schools. The program aims to promote evidence-based pedagogical practices that foster student academic engagement, learning, and success. Special focus will be on English-medium instruction and multilingual education.
- Excellence in Research – training young researchers to increase their research capacity in aspects such as advanced-level academic writing, research design, data collection and analysis, dissemination of data and scholarly publishing.

### **Center for Entrepreneurship & Innovation**

The new Center for Entrepreneurship is based in the Bang College of Business and reach out to the entire University and the community beyond. Our vision is for the Center to have three pillars: research, education, and practice.

Research in entrepreneurship will commence in collaboration with the Global Entrepreneurship Monitor (GEM) Consortium ([www.gemconsortium.org](http://www.gemconsortium.org)). The Center for Entrepreneurship will not only enhance research and education in entrepreneurship, it is our intention to help create new businesses in practice. We will do this by initiating an annual business plan competition. The judges of the competition will be actual successful entrepreneurs from KIMEP's vast alumni network. Eventually we would like to create an association of angel investors who are prepared to actually fund students' new venture ideas. In the future we may consider creating an incubator at KIMEP to help nurture start-ups.

### **Legal Clinic**

KIMEP University Legal Clinic is research center of legal consultation at KIMEP University designed to provide legal aid to socially vulnerable people. Legal Clinic provides its services free of charge. Legal aid is rendered by students of KIMEP University's School of Law under supervision of faculty members of the School. Legal Clinic offers legal services in civil, administrative, family and labor law.

### **Eurasian Center for Law, Innovation & Development (CLID)**

The Centre focuses on the relationship between law, economic regulation, innovation, society, and development, in particular for Central Asia and Eurasia.

The aim is to spark conversation and collaborations between scholars, practitioners and government officials, on different topics lying at the intersection between law, innovation, and development. To do so, the Centre aims to promote research on related subjects, organize conferences, workshops and other scholarly activities and to become a reference point for regulatory action in Central Asia.

The Centre aims to increase the cross-fertilization between legal disciplines and other social sciences. In this vein, it aims at fostering interdisciplinary research, which is timely and useful from the perspective of the regulatory challenges faced by Kazakhstan and Eurasia. In particular, the Centre, in the short and mid-term, would focus on the relationship between innovation, trade and competition policy and development, with research activities and events also devoted to the belt and road project, to the trade liberalisation reforms, and to the new competition policy aims and enforcement trends in Kazakhstan. The Centre also publishes a 'working paper series' in which both scholars and students can participate and showcase their research.

## *Conclusion*

The only means of achieving first President Nursultan Nazarbayev's vision of an economically modernized, socially developed, and prosperous Kazakhstan is through the advancement of higher education. It cannot be denied that credible, private academic institutions have played an essential role in the economic modernization of all advanced countries today. In the very same way, Kazakhstan needs KIMEP University, as the most credible provider of world-class education for future leaders and specialists, to spearhead the dynamic economic and social development of Kazakhstan.

KIMEP continuously strives to improve itself in its role as the provider of world-class education and orientation in the CIS. By 2023, KIMEP aims to have over 3,500 students, 135 full-time faculty, over 40 high-quality academic programs, international accreditations from independent European and American agencies, and significantly increase faculty research output. However, KIMEP University can only reach its full competitive potential if its current ownership is maintained. There is no question that the transfer of the shares owned by the Republic of Kazakhstan to the current ownership, and the ultimate entrustment of 100% ownership to the Bang Educational Foundation, is the only mechanism to ensure the preservation of the integrity of KIMEP and truly fulfill the mission entrusted to Dr. Chan Young Bang by first President Nazarbayev to establish a world-class, Western-style university in Kazakhstan.

Upon the full transfer of ownership and granting of Special Status from the Government of the Republic of Kazakhstan, KIMEP can continue to play a leading role in the development of Kazakhstan, make significant contributions to the advancement of knowledge, higher education, and quality of life in Central Asia.

*This document was prepared by KIMEP University in February 2020*