










The Report on HEI preparedness for future challenges

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Kazakhstan

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Introduction

This Report on Kh. Dosmukhamedov Atyrau university preparedness for future challenges serves as a basic document for further work on the project “Triggering innovative approaches, entrepreneurial skills and attitudes in HEI learners through creating the favourable conditions for graduate’s employability in Central Asia” (TRIGGER) outputs preparation. The assessment is based on the HEInnovate tool - a free self-assessment tool for all types of HEIs, which is an initiative of the European Commission, DG Education and Culture and the OECD LEED Forum. Generally, it is intended for HEIs which are interested in assessing themselves against a number of statements related to the entrepreneurial and innovative nature of their higher education environment. The Report provides the first practical inside to eight areas:

1. Leadership and Governance
2. Organizational Capacity: Funding, People and Incentives
3. Entrepreneurial Teaching and Learning
4. Preparing and Supporting Entrepreneurs
5. Digital Transformation and Capability
6. Knowledge Exchange and Collaboration
7. The Internationalised Institution
8. Measuring Impact

The strength and weaknesses of HEI are identified and suggestions for strength support and weakness overcoming prepared.

The self-assessment of HEI was carried out from April 13 to 30, 2021. The respondents included top management of the university, teachers, researchers, professional and support staff.

Altogether 55 respondents used HEInnovate tool.

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The Report on Khalel Dosmukhamedov Atyrau University preparedness for future challenges

1. University in a glance

Kh.Dosmukhamedov Atyrau University was founded in 1950. The university is multidisciplinary.

University mission

The formation of the intellectual capital of the Atyrau region in the field of research and education, able to take a leading position in the country in terms of creating best practices of innovative teaching, environmental culture.

University vision

A platform recognized in the scientific and educational space for the implementation of innovative ideas of students, teaching staff, business partners, contributing to the sustainable development of the Kazakhstani economy of the Western region.

The University provides training of specialists in 56 bachelor's and 32 master's specialties, including 19 educational programs taught in multilingual groups. The university has 6 faculties - the Faculty of Innovative Education, the Faculty of Economics and Law, the Faculty of Physics, Mathematics and Information Technology, the Faculty of Natural and Agricultural Sciences, the Faculty of Humanities and Arts.

The university is located in Atyrau, Atyrau region of the Republic of Kazakhstan. The main industry for which the training of specialists is conducted is education, and the university trains economists, lawyers, specialists in natural sciences. The main employers are educational institutions, as well as backbone enterprises of the region (oil and gas production and oil and gas processing enterprises, financial and credit institutions, state enterprises, companies from various sectors of the economy).

80% of educational institution programs are accredited by independent Kazakhstani education quality assurance agencies. Employment of 2020 graduates is 87%.

2. UNIVERSITY ORGANISATION AND MANAGEMENT

There are 819 employees, including 444 teaching staff, 63 administrative staff, 104 educational support staff, 208 service personnel and others.

As for researchers, there are 18 professors, 55 associate professors, 24 doctors of sciences, 8 PhDs, 110 candidates, 221 Masters.

The University does not have any international ranking, but the programs have ranking in the National “Atameken” Chamber of Entrepreneurs. 8 educational programs are in the top 3, 13 educational programs - in the top 5, 23 educational programs - in the top 10 in the ranking of the national ranking.

Atyrau University is public institution established by the Ministry of Science and High education. It is certified for Quality Assurance and passed the institutional accreditation according to the ISO 9000: 2015 standard, certificate No. 19.0403.026 dated 04.04.2019.

The quality management trainings, language courses, methodological decades for teaching staff and other trainings are regularly offered to service providers/technical staff.

In the last 2 years 12.6% of AtU staff members have participated in staff training opportunities organized abroad.

All the information about the University is on web-site which is well-structured with the attractive design, clear and objective information and updated regularly. The link to the web-site - <https://asu.edu.kz/en>

In 2016 the university underwent a rebranding; a new logo was developed. The logo is a circle with the symbols of the university and the inscription Atyrau University. In the circle there is a perennial tree with a crown of leaves, which has the outline of the territory of Kazakhstan and on it a gold star at the location of the city of Atyrau, under the tree the year of the university foundation is indicated.

The circle symbolizes the globe and yurt's shanyrak.

The tree reflects the university with more than half a century of history and the concept of an eco-campus with sustainable development, while its foliage, in the form of a map of Kazakhstan, represents the university's contribution to the development of the country.

The asterisk on the map identifies the location of the university in Atyrau.

The logo is in natural green and black colors, where the green color of the tree and the word university reflect the eco-campus concept, while the black color of the word Atyrau implies the oil-bearing region and the sacred land of Western Kazakhstan, and the golden color of the asterisk represents prosperity.

<https://asu.edu.kz/en/university/rebranding>

There is no separate Marketing Department at the University. The Marketing and Communication Plan is under development by the Department of Strategic, Innovational and International Development. The purpose of the Department is to increase competitiveness, recognition and strengthen the image of the university in the educational services market by preparing structural units for national and international accreditation and participation in national and world rankings.

The department which is responsible for internal communication is Executive office. Press Secretary of the University is responsible for external communication. Department of strategic, innovative and international development is responsible for international communication. There is Media centre which deals with media resources and social nets. For Atyrau University promotion all the networks are used, such as Facebook - <https://www.facebook.com/profile.php?id=100046033877988> (4997 friends), Instagram https://www.instagram.com/p/CPYFRE2BjxZ/?utm_medium=copy_link (10,7K followers), Twitter <https://twitter.com/asukz/status/1397892682169659395?s=21>, VK - https://vk.com/wall583013231_881 (204 followers), YouTube - <https://youtu.be/MkjEGFL9Wzo> (1,21K followers), TikTok - https://www.tiktok.com/@atyrau_university?_t=8WlitbHNDcc&_r=1 (840 followers)

Atyrau University has printed and electronic brochure <https://asu.edu.kz/university/rebranding/11660/> with the all necessary and relevant information. There is University development strategy worked out for 2020-2025 - <https://asu.edu.kz/ru/university/strategy-2020/> and for Scientific "Vestnik" of the University - <https://www.vestnik-asu.kz/jour>

Merchandise as a product of marketing is produced in Atyrau University, but not for sale. Atyrau University has a publishing centre, which produces T-shirts, caps, notebooks, cups and other image products. These merchandise products are given to the guests, partners during the visits, also to the students during the welcome parties on the first course.

Every year the career guidance activities with visits to schools in the city of Atyrau and Atyrau region are carried out in order to attract applicants. Open Doors Days are held annually, when anyone can visit the University and find out more information about it. Students-volunteers organize darmarks (free exchange fair), during the pandemic they organized delivery of food for the needy, visit orphanages and boarding schools, etc.

3. EDUCATION

There are 7422 students, including 7196 undergraduate students and 226 graduate students, 2 Post-Docs. There are no PhD education at the University for the time being.

There are 56 Bachelor 32 Master study programs.

In 2019, the University successfully passed institutional accreditation with the Independent Kazakhstan Agency for Quality Assurance in Education (IQAA), which is evidence of the quality of educational, teaching and methodological, research, social and cultural activities. In 2017, 14 undergraduate and graduate specialties of the university underwent specialized accreditation by NQAAQS. In 2018, 39 undergraduate and graduate university majors underwent specialized accreditation by ARQA. In 2019, 26 undergraduate and graduate majors at the university underwent specialized accreditation by ARQA.

Mobility indicators

	Incoming	Outgoing
Number of students	17	44
Number of teachers/professors	8	3
Number of non-academic staff	-	-
Number of international student traineeships	16	59

On the platform of online courses Stepik the teaching staff of the Department of "Ecology" M. Yesenamanova, J. Yesenamanova, A. Tlepbergenova, E. Dyusupov posted a course "Fundamentals of radiation safety" (<https://stepik.org/course/77935/promo.3>). The preparation of online courses in 5 disciplines

"Programming of Arduino microcontroller boards", "Ecology and life safety", "Molecular physics", "Civil procedural law of the Republic of Kazakhstan", "HR management" is being carried out.

AtU organizes summer school for teachers of schools in the Atyrau region on such disciplines as Physics, Mathematics, IT technologies, Russian language and literature, History, Biology.

The University Alumni Association was created in 2021 to assist the university in fulfilling its mission by bringing alumni, students, and staff together, enhancing the image, and expanding corporate ties.

The University continues to work actively to expand the range of social partnerships with regional enterprises and institutions. The university created a database of organizations with which agreements on cooperation on the issue of professional practice of students, which indicates the presence of a network of corporate partners, implementing together with the graduate departments the task of organizing professional practice. Information about internship is placed on the university website.

4. RESEARCH AND INNOVATION

Number of Research Units

For 2020 there were 41 articles planned and 83 articles published in fact. On 2021 64 articles were published by researchers employed at the institution, while 45 ones were planned.

Since 1996 Atyrau university has been issuing scientific magazine "Vestnik" of the university, where articles in three languages (Kazakh, Russian and English) are published. It is a scientific peer-reviewed journal specializing in the publication of original high-quality research in pedagogy and psychology, economics and law, history and archeology. The frequency of publication is four times a year. All articles are in the public domain (<https://www.vestnik-asu.kz/jour/issue/archive>).

Since 2019, the journal has published 235 articles, including jointly and separately by foreign authors, from such countries as the Turkey (Antalya, Canakkale), Malaysia (Kuala Lumpur), Russia (Moscow, Elista, Saratov, Chelyabinsk, Krasnoyarsk). In 2021, 38 articles were published, of which: foreign authors - 13 (34%); not affiliated with Atyrau University - 11 (30%); in English - 11 (30%). In issues No. 1, No. 2 of the journal in 2022, the total number of published articles was 25, of which: 9 (35%) foreign authors from the Russian Federation (Yekaterinburg, Chelyabinsk), Malaysia (Kuala Lumpur), Turkey .Antalya), in English - 10 articles (40%). From the third issue of the journal in 2021, all issues contain at least 64% of articles that are not affiliated with Atyrau University.

Research projects

At the university, teaching staff conducted research projects with grant funding in: 2018-2020 -2 projects for a total amount of 34,967,021 KZT; 2020-2021 - 4 projects for a total amount of 19,747,822.30 KZT and in 2021 -1 project in the amount of 4,955,030 KZT.

In addition to grant funding, in order to support teaching staff and develop scientific activities, the university holds a competition for scientific projects of university funding. So, for scientific projects of intra-university funding in 2020, there were 5 projects for a total amount of 12 million KZT. And in 2021, there are also 5 projects for a total amount of 16,783,654 KZT.

There are also EU projects and other with international collaboration such as

- 2016-2019 - Lifelong Learning for Sustainable Development (SUSDEV) 574056EPP120161PLEPPKA2CBHESP Erasmus+ – 35 698 euro
- 2017-2020 - Transition to University Autonomy in Kazakhstan (TRUNAK) 586205-EPP-1-2017-1-KZ-EPPKA2-CBHE-SP Erasmus+ – 51 009 euro
- 2018-2023 - Creative Spark: Higher Education Enterprise Programme/ Creative Spark – 57500 euro
- 2021-2024 - Promoting innovative approaches and developing entrepreneurial skills among university students by creating favourable conditions for graduate employability in Central Asia (TRIGGER) 617309-EPP-1-2020-1-SK-EPPKA2-CBHE-JP – 58 237 euro

Foreign researchers

There are no foreign researchers employed at the University. However, 35 foreign researchers on various specialties had short stay visits during 2016 – 2021.

Research funding

Atyrau University research funding state budget has the following dynamic:

2016 – 11 550 euro.
2017 – 11 760 euro.
2018 – 39 000 euro.
2019 – 27 400 euro.
2020 – 59 000 euro

And the own fund of the University for research is 77 000 euro.

5. INTERNATIONAL COOPERATION AND INTERNATIONALISATION

There are 70 signed bilateral/multilateral **international agreements and 5 international networks** in which the institution is involved

Kh. Dosmukhamedov Atyrau University is a member of such international organizations as Association of State Universities of the Caspian Region Countries since 1996, Turkic Universities Union (Turkic Inter-University Union) since 2017, IREG Observatory on Academic Ranking and Excellence (IREG Observatory) since 2017, Association of Asian Universities since 2018, Association of Silk Road Countries Universities and Consulting Companies since 2019.

There are several types of grants for international students. So they may be awarded by institutional grants for academic excellence. There are also national grants, which are awarded during the competition based on the results of entrance exams to universities of Kazakhstan. The Ministry of Science and Higher Education of Kazakhstan provides for quotas on grants for foreign students. In 2013 the Heydar Aliyev Memorial Scholarship

was established and is awarded annually. Heydar Aliyev (a prominent statesman and national leader of Azerbaijan) to 5 students of Atyrau University for special merits in studies and public life of the university. In addition to Kazakh universities, it is awarded annually to the best students of universities in Greece, Romania and Ukraine.

The Vice-Rector for Science and International Relations is the Member of the Board of the Atyrau University. The HEI has mixed international activities management model, i.e. centralized and decentralized. The University internal infrastructure corresponds to internationalization level of the HEI. All the signage in the campuses is in English also. The printed brochures and necessary electronic information at the website are given in English for convenience of incoming international teachers and students. Also, booklets about the university, the institutional inner documents such as Academic policy are all translated into English. AtU has transparent grading system and the formal document explaining the system is in English also.

The structure of Atyrau University includes the Department of strategic, innovative and international development, which includes a department of international partnership and internationalization. The department is engaged in the development and organization of activities for the development of international and inter-university relations of AtU with foreign universities and organizations. The responsibilities of the department include: coordination of international relations of the AtU in the educational sphere; involvement of the teaching staff and students of the AtU to participate in international programs and projects; organization of international internships; invitation of foreign scholars; implementation of multilingual policy and double degree programs at the AtU; attraction of foreign students; representation of the university at international educational and scientific forums abroad.

An innovative English Only Space operates in the Main Building of the University. It implements an innovative approach for learning English. There is a specialized complex of studios with unique equipment, reproducing the real environment and life situations, in which a person going abroad can find himself (airport, university, library, store, cinema, etc.). There is also an open area for cultural and business communication between students and teachers in English, such as speaking clubs, coaching sessions, scientific conferences and a well-developed infrastructure with technology for online sessions and Massive Open Online Courses (MOOCs).

6. INFORMATISATION

Atyrau University has educational platform Platonus (<https://asu-edu.kz/index>), where each teacher and student has own access by login and password. All the necessary information on academic issues: schedules of courses and exams, tasks, grades are centralized at the platform.

Criteria for international activities are reflected in the Development Strategy of Atyrau University for 2020-2025 (<https://asu.edu.kz/en/university/dev-strategy/>) and discussed at the faculties, approved by the Board of Directors. So, the 1st of the 5 main projects mentioned at the Development Strategy is “Modernization of teacher education: pedagogical research, laboratory facilities, internationalization”. The tasks given by the project are:

- implementation of joint educational programs, taking into account regional and international context;

- activation of academic mobility of teaching staff, foreign internships to develop meta-competencies and skills in educational programs in conditions of globalization;
- development of multilingual training of future teachers.

At the University there is no English language requirement for the staff, except the teachers of Faculty of multilingual education. The University is committed to training the faculty, staff and students in foreign languages, provides its auditoriums to language agencies to organize and prepare for IELTS courses. Also for students traveling abroad, as part of academic mobility standards for IELTS at least 5.0 or passing language courses of the country to which they are sent according to bilateral agreements between universities.

In 2013, on the basis of the Atyrau University, the Regional Center of the Bologna Process was opened, in 2017 it was reorganized into the Department for International Cooperation, in 2018 it became part of the Department of Strategic, Innovative and International Development as the Department for International Partnership and Internationalization.

The University documents such as change of courses form, equivalence request form, Diploma and its Supplement are in Kazakh, Russian, and English. The University website is also in three languages, but not all the inner documentations are given in English, only Kazakh and Russian for the time being. There is the work going on translation them into English.

The internationalization activities that our institution focuses are Student mobility, Academic staff mobility, Bilateral or multilateral cooperation, International traineeship, Participation in international university networks, Strategic partnerships, Study programs in English, International marketing, Summer schools, International capacity building projects, Joint/double degree study programs with international partners, Internationalization of curricula, International research activities

Since 2017, Atyrau University annually organizes long-term and short-term courses in English, Turkish, Korean, Chinese languages for teaching staff and students.

About 400 foreign companies work in the Atyrau region, so many students of Atyrau University undergo industrial internship in such foreign organizations as Chevron, Fluor, Schlumberger, Saipem, Sicim, Worley Parsons, Ernst & Yang, Deloitte & Touche, etc.

Department of Strategic, Innovative and International Development, Department of International Partnership and Internationalization is responsible for international promotion

There are Academic mobility program for teaching staff and students (MES RK, Orhun, Mevlana, bilateral agreements with foreign universities, ERASMUS+) and the programs of visiting foreign professor to the University within the programs to encourage international visibility

From 2016 Atyrau University participated at 30 Staff weeks organized by our partners and 2 International Days organized by the partners

Atyrau University has developed a Brand Book in Kazakh, Russian and English and a video about the university in English.

7. SELF- ASSESSMENT OF DIMENSIONS BASED ON HEINNOVATE

DIMENSION 1: Leadership and Governance

Based on the results of the analysis, we can conclude that in order to increase competitiveness, the university should focus its efforts on improving the educational, scientific, innovative and entrepreneurial environment of the university, including through the modernization of the material and technical base.

The measures to be taken by Atyrau University are:

1. Support startups and/or established companies in the region to foster innovation and further growth.
2. Actively participate in communities, e.g. by supporting local cultural and artistic events
3. Provide general access to all relevant institutional infrastructure to the broader community.
4. Create a clear plan for implementing its strategy and vision with clear goals and key performance indicators.
5. Support departments or units with a range of incentives and rewards related to demonstrating entrepreneurial and innovative outcomes
6. Participate actively in the development and implementation of local, regional, and/or national innovation and entrepreneurship strategies

DIMENSION 2: Organisational Capacity: Funding, People and Incentives

Based on the results of the analysis, it can be concluded that the university needs to focus its efforts on ensuring effective investments in human potential, building human resources and creating a modern management system.

The 5 measures proposed by Atyrau. University are:

1. Create structures for dialogue between staff and students, as well as shared decision-making
2. Promote shared facilities to faculty
3. Create and maintain interdisciplinary structures
4. Engage with sponsors and investors on an ongoing basis to provide financial resources to meet goals
5. Regularly evaluate employee progress toward these goals

DIMENSION 3: Entrepreneurial Teaching and Learning

The University Development Strategy pays attention to entrepreneurial education. The results of the analysis also confirm that the university needs to create innovative infrastructure: accredited laboratories for collective use of schoolchildren and students, environmental monitoring center, small innovative enterprises.

5 measures to be taken by Atyrau University:

1. Organize networking events between students and entrepreneurs / businesses

2. Maintain a variety of collaborative partnerships with local communities and organizations, local and regional governments, chambers of commerce, industry and alumni.
3. Provide support and training to employees to create a new entrepreneurship-related curriculum
4. Involve students in competitions of business ideas / plans as part of their further education.
5. Use the experience and knowledge of stakeholders in the development and implementation of extracurricular and additional events

DIMENSION 4: Preparing and Supporting Entrepreneurs

Analysis of the results shows that the university needs to develop the activities of the I-SPACE business incubator, create small innovative enterprises, support students in their entrepreneurial projects, stimulate them, find sponsors, show examples of successful entrepreneurs with experience in fundraising, work on crowdfunding platforms, etc.

5 measures to be taken by Atyrau University:

1. Celebrate and recognize the success of students, alumni, and full-time entrepreneurs.
2. Introduce mechanisms to increase the number of users in different groups
3. Provide students with the opportunity to participate in research projects that open up opportunities for entrepreneurship and to undertake internships with entrepreneurs.
4. Provide assistance in the field of intellectual property for potential startups
5. Create an expert advisory group for early stage ideas
6. Actively involve students and staff in training activities and monitor the level of engagement.
7. Engage entrepreneurs and key players in the entrepreneurial ecosystem.
8. Use modern teaching methods focused on hands-on learning and critical thinking.

DIMENSION 5: Digital Transformation and Capability

The university is doing a lot of work on the digitalization of processes, taking into account also the conditions that prevailed during the COVID-19 pandemic. Analysis shows that it is necessary to further implement mechanisms for informatization of the learning process; equipping with new computer equipment. This will make it possible to reach a new level of education.

5 measures to be taken by Atyrau University:

1. Provide training and professional development opportunities for staff to use digital technologies in teaching, learning, and assessment.
2. Ensure that an operational plan is in place to manage, optimize, and adapt ICT systems and services with clear goals and performance metrics.
3. Support innovation through a wide range of pedagogical approaches that are digitally based and implemented at the appropriate level.

4. Incorporate digital competencies and skills into the curriculum and intended learning outcomes for all disciplines.

5. Take steps to protect the privacy, confidentiality, safety, and well-being of staff and students and to foster their innovative and creative efforts.

6. Encourage staff and students to analyze, explore, and disseminate their own digital methods of teaching, learning, and assessment.

DIMENSION 6: Knowledge Exchange and Collaboration

The university sets itself the task of collaboration, to create joint scientific laboratories with industrial enterprises, to create and participate in integration projects with subsoil users, to form a sectoral center of petrochemical development in the Atyrau region. Analysis shows that there is a need for joint activities to improve scientific and innovative and entrepreneurial activities with the participation of both the local community and international relations.

5 measures to be taken by Atyrau University:

1. Encourage, support and recognize the mobility of staff and students through internships, sabbaticals, special study programs (e.g. industrial doctorates, "sandwich programs")

2. Ensure that knowledge sharing and collaboration is a high priority for HEI management and that implementation is consistent with the institution's entrepreneurial agenda.

3. Provide monitoring and feedback on shared values created through relationships with stakeholders.

4. Support the development of entrepreneurship in schools and colleges through networking and increased participation.

5. Encourage sharing of facilities.

6. Initiate dialogue and discussion between the university and the external environment for mutual benefit

7. Provide support in the identification of new ideas and their mutual use.

DIMENSION 7: The Internationalised Institution

The analysis shows that it is necessary to form a brand of the university, recognizable in Kazakhstan and the world scientific and educational space. For this purpose it is necessary to increase the number of students in foreign academic mobility, to make efforts to strengthen international and interregional cooperation in the development of education and science with the world's leading educational and scientific centers, universities in neighboring countries, to concentrate innovation activities around large industrial enterprises - centers of scientific development, technological leadership and intensification of applied developments.

5 measures to be taken by Atyrau University:

1. Create common goals and synergies between internationalization and the entrepreneurial agenda.

2. Encourage, recognize and encourage international mobility.
3. Promote international mobility through exchange programs, fellowships, grants and internships.
4. Make sure that the internationalization strategy reflects his entrepreneurial agenda.
5. Apply for European mobility programs and support staff and student applications for grants, scholarships and mobility programs.

DIMENSION 8: Measuring Impact

The analysis showed that it is possible to measure success with the following important five measures. It is necessary to set clear goals and objectives, internal indicators of success, regularly measure the impact of certain activities undertaken.

5 measures to be taken by Atyrau University:

1. Establish internal indicators of success, such as the creation of new research ideas, the formation of joint business projects and relationships between HEIs, and the number of startups and spin-off companies created.
2. Conduct regular exercises on the regional distribution of internationalization activities in teaching and research to prioritize and further develop their entrepreneurial activities.
3. Set clear goals and intended outcomes/impact for knowledge sharing related to his/her entrepreneurial program.
4. Use the results of success as a tool to reflect and analyze his/her internationalization and entrepreneurial program.
5. Set clear goals and expected outcomes/impact for startup support activities, including scope of participation, satisfaction, and results.
6. Measure the expected results/impact immediately after the end of support measures and at a later date to measure success in relation to startups.

8. SWOT ANALYSES BASED ON SELF-ASSESSMENT

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • The university has divisions aimed at shaping entrepreneurial education (Faculty of Economics and Law, Business Incubator I-Space, Center for Competencies, Retraining and Career Planning); • The university has strong ties with employers and provides internships; • 87% of university graduates are employed in the first year after graduation; • Active work with the Chamber of Entrepreneurs "Atameken" is carried out, joint activities are held, rating of educational programs is organized; • Disciplines on entrepreneurial education are introduced in the educational programs. 	<ul style="list-style-type: none"> • The university, for the most part, has educational programs of pedagogical direction, whose graduates go to work in educational institutions; • Low student engagement. Strong graduates from schools in the region go to universities in the capital. Lower-potential school graduates go to the local university. • Lack of funding from entrepreneurs into new start-ups.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Expansion of minor programs to develop entrepreneurial skills, developed and implemented by successful entrepreneurs; • Increase the number of activities with employers, entrepreneurs, heads of enterprises; • Apply for European mobility programs and support staff and student applications for grants, scholarships and mobility programs • Participation in international programs of entrepreneurial education; • Expanding the scope of the university unit - Center of competencies, retraining and career planning. 	<ul style="list-style-type: none"> • Financial crises, the introduction of quarantine regime, the reduction in the number of enterprises; • Not willingness of students to master entrepreneurial skills High wages in the oil and gas sector (Atyrau is an oil and gas region of the country) attracts graduates to work at these companies, rather than create their own startups or organize their own businesses.

9. THE MAIN AREAS FOR FURTHER INTERVENTION ON NAME OF THE HEI PREPAREDNESS FOR FUTURE CHALLENGES

Please select and prioritize least 10 activities which can be done by your HEI till end of 2023.

<i>Activity</i>	<i>Dimension</i>	<i>Who</i>	<i>When</i>
Create a clear plan for implementing your strategy and vision with clear goals and KPIs	Drawn up plan	Department of Strategic, Innovative and International Development	July, 2021
Actively participate in communities, such as supporting local cultural and artistic events	5 events / activities	Business incubator I-Space	1 event in 2021, 2 events in 2022, 2 events in 2023
Organize networking events between students and entrepreneurs/businesses	5 events / activities	Center for Competence, Retraining and Career Planning	1 event in 2021, 2 events in 2022, 2 events in 2023
Involve students in business idea/plan competitions as part of their continuing education	3 contests	Business incubator I-Space	1 competition annually in 2021, 2022, 2023
Provide students with the opportunity to participate in research projects that open up opportunities for entrepreneurship and do internships with entrepreneurs	200 students	Deans of faculties	Constantly
Incorporate digital competencies and skills into the curriculum and intended learning outcomes for all disciplines	56 bachelor's degree programs and 28 master's degree programs	Heads of departments	During the project
Provide training and professional development opportunities for employees in the use of digital technologies in teaching, learning, and assessment	50 teachers	Deans of faculties	During the project
Initiate dialogue and discussion between the university and the external environment for mutual benefit	Organization of 6 meetings	Deans of faculties	2nd half of 2021
Apply for participation in European mobility programs and support staff and student applications for grants, scholarships and mobility programs	50 applications	Department of International Partnership and Internationalization	During the project
To use the results of success as a tool for reflection and analysis of their internationalization and entrepreneurial program	Report	Project managers	Annually