Annex
to the Decision of the President
of Nazarbayev University #37-н/қ
dated December 6, 2024

International Quality Review of Nazarbayev University

by the Quality Assurance Agency for Higher Education

ACTION PLAN TO MAINTAIN GOOD PRACTICE AND CONSIDER RECOMMENDATIONS

Table 1. Maintaining and Enhancing Good Practices

ESG	Good Practice	Actions to be maintained and enhanced	Maintained by
1.1	Strong collaborations with strategic partners to inform internal quality assurance	Engage a wide range of stakeholders, including strategic partners, employers, external experts/reviewers, and alumni in reinforcing quality enhancement processes.	● Schools
1.2	High level of student engagement, including student representation in all committees in the governance structure	Maintain and enhance NU's genuine student-oriented culture and support an environment where students play a primary role in informing programme design, monitoring and quinquennial review processes.	● Student Government ● Schools ● Academic Quality Enhancement ● Student Services Department
1.3	The University's strong responsiveness to student feedback in programme design and delivery	Maintain and enhance the University's strong commitment to effective and responsive engagement with students.	● Schools ● Academic Quality Enhancement
1.3	The excellent range of campus facilities and services that enhance the student learning experience	Continue enriching student learning processes and campus experience through world-class research laboratories, student support services, state-of the-art infrastructure and resources.	● Schools ● Student Services Department

			● Centre for Innovation in Learning and Teaching
1.3	The University giving schools autonomy for the use of AI to inform the innovation of learning and teaching	Further develop institutional guidance and policies for AI-assisted learning and teaching to support effective adoption of AI, while minimising negative impacts on academic integrity	● Centre for Innovation in Learning and Teaching ● Schools
1.5	The diverse, varied, and extensive group of high calibre international staff	Maintain high calibre international staff whilst developing increased capacity in national staff	● Schools ● Office of the Provost

Table 2. Recommendations for Further Enhancement

ESG	Recommendation	Action	Date for Completion	Action by	Success Indicator
1.1 1.8	Enhance the accessibility of information (including policies, programme information) through its website to enable a seamless user experience, make key documents, including the Academic Quality Framework, Code of Ethics, Faculty Policies and Procedures, Student Code of Conduct, and other QA-related policies more easily accessible on the University's website	Review the accessibility of the Code of Ethics and FPPs on the main website in addition to the currently easily accessible sections related to academic quality enhancement on NU's main website and a dedicated platform on the Institutional Effectiveness website.	Q1, 2025	● Marketing Office in conjunction with relevant units	Policies and relevant information are easily accessible on NU's main website.
1.1	Prioritise the finalisation, publication, and implementation of the Anti-Harassment Policy within	Finalise the development and implementation of the Anti-	Q4, 2025	● Student Services Department	The Policy is finalised, implemented and effectively

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	the agreed timeline and ensure it is well disseminated to all stakeholders	Harassment Policy to foster a safe and inclusive campus environment.		• Vice President (Student Affairs and Global Relations) • Vice Provost Academic Affairs	communicated to the wider University community.
1.1 1.6	Extend its Quality Assurance policy to include formal procedures for the Annual Assessment of the administrative units, ensuring that these practices are aligned with the Quality Assurance Policy of NU. By doing so, NU would create a coherent quality assurance framework that encompasses both academic and administrative operations	Develop institutional policies to include procedures for the annual assessment of administrative units for the purpose of monitoring and enhancing the quality of their services.	Q3, 2025	• Department of Human Capital Development • Executive Director for Organisational Development • Academic Quality Enhancement • Vice President (Student Affairs and Global Relations) • Vice Provost Academic Affairs	Institutional policies are developed and successfully implemented.
1.1	Develop structured approaches for ongoing monitoring and periodically reviewing the contents, efficiency, and effectiveness of its quality assurance policies, ensuring they continuously align with NU's quality assurance and enhancement needs	Review NU's quality assurance and enhancement framework and policies to ensure their effectiveness and relevance.	Q4, 2025 - Ongoing	• Academic Quality Enhancement • Schools	The institutional framework and policies are regularly reviewed and revised, where necessary.

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1.2	Develop structured approaches to engaging with potential employers and internship providers and keep tracked records to ensure feedback from the industry can be systematically collected, considered and acted upon in the design of new programmes or the review of existing programmes	Strengthen the impact and role of Advisory Boards in providing external perspectives for programme design and continuous quality enhancement.	Q1, 2025 - Ongoing	● Schools	Impactful contribution of Advisory Boards to support programme quality enhancement.
1.3	Develop structured approaches to the internal moderation processes for all courses at all levels across all schools to ensure assessment is consistent, fairly applied to all students and carried out not relying on the judgements of single examiners	The Assessment Working Group to develop a policy to ensure greater consistency in assessment and grade moderation approaches across the Schools and programmes.	Q1, 2025 - Ongoing	● Assessment Working Group ● Schools	A consistent approach to assessment and grade moderation is implemented across all Schools and programmes
1.4	Include an appeal process in relevant Admissions Policies and Procedures	Introduce formal appeal procedures in the admission process	Q4, 2025	● Admissions Department ● Schools	An appeal process is formally implemented
1.4	Ensure students can fully disclose disabilities at the point of enrolment to enable follow-up at the earliest opportunity	Improve the process of identifying applicants' special learning needs and social vulnerability status in the admission process to provide required timely support.	Q4, 2025	● Admissions Department ● Schools ● Student Services Department ● Special Learning Needs Committee	The process is improved and fully implemented.
1.4	Develop a policy for the recognition of informal learning	Devise an institutional approach to the recognition of prior certificated and experiential learning to demonstrate	Q4, 2025	● Vice Provost Academic Affairs	The policy is devised and implemented.

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		NU's commitment to diverse learning experiences and flexible pathways for student success.		• Office of the Registrar • Graduate Studies	
1.6	Codify its strategy for student support	Develop a comprehensive student support strategy detailing NU's approach to the delivery of student services. Develop planning processes for the provision of learning resources and design of learning spaces to support student success and well-being.	Q4, 2025	• Student Services Department • Office of the Registrar • Centre for Innovation in Learning and Teaching • Academic IT Systems • USM • Graduate Studies	A strategy is devised engaging students and other stakeholders. Processes are developed to ensure that future learning resources and spaces support ongoing student success.
1.7	Implements periodic evaluations or focus groups involving 2nd and 3rd years students to ensure consistent monitoring and continuous improvement of support services, and to address any emerging needs, and enhance overall student satisfaction during these vital middle years	In addition to the existing comprehensive portfolio of survey instruments, design and conduct focus group interviews for collecting 2nd and 3rd year student feedback.	Q2, 2025 - ongoing	• Institutional Research and Analytics • Student Services Department	Data is used to inform academic decision-making and continuously improve students' learning experience.
1.7	Review its data management processes to ensure that the collected data feeds into decision-making processes at different levels in a	Develop dynamic dashboards incorporating key student and institutional performance data to ensure that senior management	Q1, 2025	• Institutional Research and Analytics	Data is used for decision-making at all levels in a timely,

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	timely, comprehensive, and effective manner	receives timely, accurate, and easily accessible reports, facilitating more informed and efficient decision-making.			comprehensive, and effective manner.
1.8	Codify its policy for the approval and monitoring and review of public information to ensure the public information remains accurate, up-to-date, and easily accessible	Develop a robust institutional policy for the approval, monitoring and review of public information ensuring compliance, promoting transparency and protecting reputation.	Q3, 2025	● Marketing Office ● Press Office	The policy is devised and implemented.
1.9	Ensure comprehensive and coherent oversight of responses to external accreditation reports at the school level and associated action plans	Strengthen institutional oversight of responses to external programme accreditation reports and associated plans, where applicable.	Q4, 2025 – ongoing	● Schools ● Office of the Provost ● Academic Quality Enhancement	Implementation of the recommendations of accreditation bodies.

Table 3. Implementation of the Condition for Accreditation

ESG	Recommendation	Action	Date for Completion	Action by	Success Indicator
1.9	Fully implement the Periodic Review Policy as soon as possible with sufficient emphasis on all programmes within the school	Conduct a periodic review of all programmes in the Graduate School of Education	Q2, 2025	Graduate School of Education	Periodic review of programmes is implemented ensuring a comprehensive evaluation leading to continuous quality enhancements.

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