

Long-Term Development Strategy

of the autonomous organization of
education “Nazarbayev University”
for 2026 – 2031

World Class – Made in Kazakhstan: Nazarbayev University Long-Term Development Strategy, 2026–2031

Foreword

World class.

Made in Kazakhstan.

This is Nazarbayev University. Global standards, coupled with national and regional relevance. In all that we do. This strategy sets out how we will live this commitment over the next five years, within the prized context of our institutional autonomy and academic freedom.

We are 15 years old. Supported by top ranked universities in the United States, the UK and Singapore in our early years, we now stand on our own feet. We are recognized as the leading research-intensive university in Central Asia. But it was envisaged that we would compete and contribute on the global stage. This new strategy charts how we will meet this ambitious goal. To maintain our sharp focus on key imperatives, we keep the strategy simple and clear. Our focus is on three core mandates:

- World class teaching, benchmarked against the best universities globally, some of which will be delivered in collaboration with prestigious partners, coupled with a sector-leading student experience that prepares young people to lead national and regional transformation.
- Research that addresses national and regional challenges while forwarding academic disciplines, a significant part of which will be undertaken with national and international collaborators, that fuels innovation and creativity, improvements in productivity and competitiveness, and enhancement of higher education, integrated healthcare and public services.
- Our teaching, research, innovation and alumni propelling Kazakhstan towards becoming a knowledge economy and improving national and international standing, wellbeing and international recognition.

To achieve our ambitions, we are creating an enabling environment and managing risks related to: people, governance and effective administration; financial and social sustainability; and reputation, internationalization and communication.

So many strategies fail to go beyond a glossy brochure sitting on a shelf. Our strategy will be a living roadmap. It will be supported by a detailed strategic plan with objectives, targets and key performance indicators; sub-strategies that cover the mandates and contextual priorities; annual operating plans; alignment with structures, budgets and resources; clarity of ownership and clear reporting frameworks; and agreed timescales. A related risk register will be in force to ensure that key risks are identified, assessed and mitigated.

Our ambitions are high. Achieving these with reduced resources compared to previous years will pose challenges. We will need to diversify our revenue streams by attracting research and development funding from national and international sources, including industry, and increase income from fee-paying students, and from enhanced commercial activities. We must ensure that our administration is efficient, technology-enabled, while maintaining outstanding quality.

We will be addressing current unevenness in excellence in teaching and research, and promote interdisciplinarity and collaboration at every level. Beyond the University, we will continue to support advancements in higher education, public services and health care across the country.

I was recently reminded about the tension between 'purpose' and 'prestige' in the mission of a university. We must pursue both as without one we cannot deliver the other. Our commitment to world class higher education and research is important to the national ambitions of Kazakhstan becoming a respected knowledge economy. However, to achieve these goals, we must have the standing of a world class university; hence prestige is important to our ability to fulfil these ambitions. Therefore, we will invest in enhancing teaching, student experience, graduate employability, faculty development, and research and innovation, including the contribution of student-researchers. The resulting improvements will be reflected in our enhanced global standing, including an improved position in the Times Higher Education World University Rankings. The current ranking of 401-500, while the best in Central Asia and 4th in CIS countries, does not fully reflect our potential. We are setting ourselves the target of being ranked among the top 300 institutions in the lifetime of this strategy. Kazakhstan and its people deserve this and our promise is to deliver this outcome.

Whilst we face the challenge of diversifying our income sources, we have the will to work hard to ensure that we have the means to achieve our ambitions. In addition to our outstanding campus, infrastructure, teaching hospitals, and innovation facilities and financial resources, we are blessed with students who would be the envy of the world's elite universities, faculty who are committed to outstanding teaching and globally competitive research that addresses national and regional challenges, and staff with exceptional skills, commitment and dedication. We have the solid platform on which to build a university that will make Kazakhstan proud. This is the strategy to achieve that ambition.

Professor Waqar Ahmad
President, Nazarbayev University

Introduction

Nazarbayev University's vision and mission guide its strategic direction, building upon past strategies to emphasize a prominent national role, regional influence, and global impact. The university prioritizes a research-centered approach, fostering innovation and excellence across disciplines. It values a model of education based on merit and integrity, and is dedicated to developing future leaders who will contribute to the advancement of Kazakhstan on the global stage.

Nazarbayev University (hereafter NU) is committed to building a world-class institution that serves as a catalyst for national and regional progress. Since its inception in 2010, NU has served as a transformative engine for Kazakhstan's intellectual and socio-economic landscape. The University is now ranked in the top 23% of universities worldwide, currently positioned in the 401–500 band of the Times Higher Education (THE) World University Rankings.

As the University enters this new strategic phase, it will build upon over a decade of foundational success that has contributed significantly to Kazakhstan and the wider Central Asian region. Its strategy is rooted in a proven legacy of institutional leadership and systemic reform, and its achievements - within the timeframe of the most recent strategy, and set against its 5 mandates - include:

Higher Education Reform Leadership

- NU directly informs national reforms, including spearheading the expansion of institutional autonomy, improved governance and the modernization of academic and quality standards across the Republic of Kazakhstan.
- NU contributes to national development through continuous expert engagement and policy advice to government and other national bodies.

Academic Excellence

- NU offers world-class, rigorous and benchmarked degrees in a wide range of disciplines, including the earth, natural and digital sciences, the humanities and social sciences, business, public affairs and administration, educational leadership, engineering, and medicine.
- NU has achieved an exceptional, near 98% employability rate for its graduates.
- Student numbers rose from 4829 in 2018 to 7931 by 2025, with program numbers rising from 44 to 94 over the same period.
- NU was institutionally-accredited in 2025 by the UK Quality Assurance Agency, under its International Quality Review process. Many of the University's programs have achieved gold standard accreditation, with more to follow.

Research Excellence

- NU generates over a quarter of Kazakhstan's total top-quartile research output, significantly elevating the nation's profile in high-impact global research journals.
- Research income grew significantly from just under 8 trillion KZT in 2018, to over 21 trillion KZT by 2024.
- NU now delivers research quality and global research engagement comparable to long-established global universities, reflecting a robust and internationally competitive research culture.
- Doctoral student numbers grew from 127 in 2018, to 514 by 2025.

A Model for Creating Healthcare Services

- NU launched the region's first US-style MD program, marking a major milestone in establishing an integrated academic healthcare system that links education, clinical care, and biomedical research.
- NU has transformed the UMC into an academic medical centre, and established residency programs aligned with the global standards of the Accreditation Council for Graduate Medical Education-International.

Innovation and Translating Research into Production

- NU has created an innovation infrastructure, including research and testing facilities, startup incubation and acceleration programs, and industry partnerships, facilitating technology transfer and the commercialization of developed solutions.
- NU has commenced construction of its Science Park building, which will open its doors in 2026, creating a new hub for researchers, entrepreneurs, investors, and students.

Vision

To be a globally leading university, committed to:

- accelerating the transformation of Kazakhstan and the wider region, through world-class research, research-led teaching, innovation and knowledge exchange;
- building meaningful partnerships with local and regional communities, and
- fostering a transformative student experience and enriching student life.

Mission

To cultivate an internationally respected academic community that creates interdisciplinary knowledge to solve national and global challenges, develops inspired young leaders for the betterment of humankind, and drives systemic reforms in education, healthcare and public service within and beyond Kazakhstan.

Values

1. **Excellence:** We pursue excellence in all that we do, and create the infrastructure, environment and organizational culture for our community and University to excel.
2. **Discovery and curiosity:** We create and apply knowledge to further disciplinary and interdisciplinary knowledge, develop talented, ethical and skilled future leaders, tackle the world's problems, and develop our city, country and the region.
3. **Meritocracy and integrity:** We observe the highest ethical standards and embed these through our institutional structures, policies and culture.
4. **Community and engagement:** We develop all members of the University community. We promote equality, representation and engagement of students, faculty and staff in University governance. We engage with stakeholders at local, national and international levels, for mutual benefit.
5. **Sustainability and socio-economic responsibility:** We embed and promote environmental, and socio-economic responsibility through our research, teaching, community initiatives and partnerships, and our commitment to the United Nation's Sustainable Development Goals, including through leadership of the Sustainable Development Solutions Network. We strive to diversify our income and make prudent and ethical use of financial and infrastructural resources to strengthen institutional sustainability.

NU's Strategy has been developed in close alignment with Kazakhstan's national priorities for advancing higher education and science, including the National Development Plan of the

Republic of Kazakhstan 2029 and the Concept for the Development of Higher Education and Science in the Republic of Kazakhstan for 2023-2029.

The University is enhancing its academic portfolio to meet evolving learner and labor-market needs through more flexible program structures, close liaison with employers through program advisory boards, stackable micro-credentials, and joint and dual-degree programs with leading international partners.

NU will undertake internationally significant research that contributes to the development of the nation, engaging with industry, business and the public sector to mutual benefit. The University's research themes will align directly with national priorities; simultaneously, it will further strengthen research quality by increasing publications in top-quartile journals, and expand its global outlook through internationally co-authored research. To enable this, the University is investing in advanced research infrastructure and shared facilities that support high-quality, translational research.

Each strategic mandate set out in this Strategy advances the priorities defined in the national development plans through targeted actions and measurable KPIs.

Strategic Mandates and Thematic Priorities

This Strategy sets out three mandates and three cross-cutting thematic priorities that will guide the University's activities over the period January 2026 to July 2031. Each mandate and priority is underpinned by strategic priorities and objectives, supported by specific actions, key performance indicators (KPIs – Appendix 2) and cascading performance targets. The associated Strategic Plan will identify annual targets associated with each KPI. The mandates are:

1. Academic Excellence;
2. Research Excellence, and
3. Societal Impact.

Academic Excellence

NU is committed to developing and delivering high-quality, globally benchmarked academic programs that prepare graduates to meet the needs of the national and global workforce and society; every program will equip graduates with NU's attributes (Appendix 1) and key employability skills. Robust and challenging programs, delivered through flexible, innovative and modern learning and teaching modes, will ensure that NU's talented students receive a stimulating and enriching experience, equipping them to reach their full academic and career potential.

NU will invest in the professional growth of its academic staff across all career stages, supporting faculty through pedagogical development and achieving internationally-certified recognition. Teaching achievements and educational leadership will be recognized and rewarded through promotion pathways, awards, and institutional reward mechanisms.

Total student numbers are expected to increase and stabilize at approximately 9000 over the period of the strategy. The proportion of fee-paying students will increase, with greater flexibility in program delivery supporting this ambition. The University's academic structure will evolve to align with national priorities, including the advancement of AI and digitalization, encourage and enable interdisciplinarity, optimize delivery and realize efficiency gains. Low

demand, yet strategically important programs, will be supported to complement the University's portfolio.

Research Excellence

NU is committed to producing globally competitive research that advances disciplinary and interdisciplinary knowledge, addresses regional and global challenges by focusing research effort on strategically chosen fields, and supports the development of society and economy. To achieve this, NU provides a supportive, stimulating, impact-focused research environment, that attracts and retains research-active faculty, and engages doctoral, master's and bachelor's students in research and innovation. Our research practice upholds the highest standards of integrity and values, and encourages collaboration and interdisciplinarity. NU maintains the world-class infrastructure necessary to support research excellence and deliver outcomes with societal impact and global relevance.

Societal Impact

Through its teaching and research, NU is committed to addressing societal challenges, developing solutions that contribute to Kazakhstan's social and economic development, and creating real-world impact. NU will contribute to the achievement of the country's long-term development goals through active engagement with industries, government agencies, educational institutions, the healthcare sector and non-profit organizations. NU will foster a culture of innovation by embedding entrepreneurship in its academic programs, and supporting the commercialization of research. The University will enhance its focus on research-led innovation and, through the Astana Business Campus, create an ecosystem that brings together new and leading tech companies to accelerate innovation.

We recognize that these mandates will be delivered within a complex and often challenging context, and have identified three key contextual, thematic priorities that cross-cut these mandates (Fig. 1). These are:

1. People, governance and effective administration;
2. Sustainability, and
3. Reputation, internationalization and communication.

People, Governance and Effective Administration

To support effective management, and smooth business processes, and institutional decision-making, NU will: streamline its business processes through digital workflows, automation and artificial intelligence (AI); embed data-driven decision-making and accountability, and ensure staff are supported, developed and retained. Quality assurance will be embedded in administrative units, and the effectiveness of the University's governance mechanisms will be closely monitored and optimized. Effective exploitation of digitalization and AI will foster innovation and efficiency in teaching, research, operations and administration; this will require ongoing investment and tuning to meet the University's evolving needs. NU will leverage AI-driven tools to enhance research, teaching, student life and administrative productivity, develop a clear institutional framework for AI usage, expand digital and AI literacy, and embed AI in academic programs. The University will further increase digital and AI literacy among students, faculty and staff, through targeted training, curriculum integration, and professional development initiatives. AI will be systematically embedded across academic programs, research, and administration in alignment with national priorities in digital transformation. Through these measures, NU will strengthen its capacity as a digitally advanced, future-oriented research university and contribute to the development of AI-enabled talent and

solutions for Kazakhstan and the wider region.

Sustainability

Environmental and socio-economic sustainability is essential for long-term institutional resilience, and to ensure NU meets global aspirations and goals, as well as national and regional challenges. NU will embed environmental and socio-economic sustainability across all aspects of the University's activities, including through SDG-aligned research, and within academic programs and courses.

Long-term financial sustainability underpins learning and teaching, research, and infrastructure development. NU is funded by a state grant with additional support from the Nazarbayev Fund. The University will strengthen long-term financial sustainability through diversifying our funding sources, increasing revenue from tuition fees, further developing executive and professional education and micro-credentials, leveraging external research funding opportunities, commercializing research, and optimizing operational costs.

Reputation, Internationalization and Communication

To strengthen NU's national, regional and global standing, attract talent and partnerships, and enhance its societal impact, NU will develop and implement measures that promote the University's impact and contribution, and strengthen its national and global visibility. Internationalization benefits the University's collaborative research and reputation, enriches the learning environment and provides an additional income stream. NU will expand its partnerships, launch joint and dual degrees with credible partners, increase recruitment of international students, promote academic mobility, and increase research collaborations and co-authorship. Figure 1. provides visual representation of the relationship between our core mandates, in the context of our vision, mission, values and thematic priorities.



Figure 1. Strategic Mandates and Thematic Priorities

We now expand on the core mandates and thematic priorities, identifying strategic priorities and objectives.

Mandate 1: Academic Excellence

Strategic Priorities

SP1. Offer a portfolio of high quality, innovative, flexible and attractive programs

SP2. Provide a world-class student experience

Strategic Objectives

1.1 Increase the attractiveness and competitive advantage of NU's academic offer

NU will continuously enhance its academic offer by introducing a portfolio of nationally relevant and academically challenging programs, utilizing innovative, flexible delivery modes that meet the evolving and diverse needs of students, employers and society. The University will further expand blended and online learning provision, integrating high-quality digital pedagogies, interactive platforms, and technology-enhanced pedagogies to increase learner engagement, accessibility, and lifelong learning opportunities for NU students and broader Kazakhstani society.

1.2 Improve teaching quality and reputation

NU's faculty will deliver high quality learning and teaching with a research focus to ensure engaging, stimulating and impactful student experiences. International benchmarking and recognition through accreditation of the highest repute will strengthen NU's academic offer and elevate its global profile. Faculty will be supported to acquire internationally celebrated teaching credentials.

1.3 Balance global standards with local impact

NU will implement global best practices in teaching and research, adapting them to the national context to ensure that the University remains relevant and responsive to national priorities. To strengthen the connection between education and the labor market, NU will actively engage employers and industry partners in career-readiness initiatives. These initiatives will equip students with practical experience and enhance employability. NU schools will maintain industry advisory boards to inform curricula, ensure program relevance, and identify emerging skills and sectoral needs.

By achieving this balance, the University will enhance its global reputation while maximizing its impact on national development and societal wellbeing.

1.4 Attract new students

NU will focus on attracting talented students who will contribute positively to the University's reputation, success and financial sustainability – regardless of their socio-economic background. An appropriate balance between quantity and quality will be established to enhance both tuition revenue and NU's academic reputation.

1.5 Enhance student experience and life, and ensure student success

NU will enhance the student experience and life, targeting world-class provision both on-campus and remotely. Existing strengths in student engagement and infrastructure to support students will be maintained and built upon. The learning needs of all students will be accommodated to enable comprehensive access to the curriculum and associated resources.

1.6 Engage students in diverse, high-quality, and inclusive extracurricular activities

NU will enrich the overall student experience by providing outstanding extracurricular opportunities to cultivate essential life skills such as leadership, teamwork, and civic responsibility, and foster personal growth. These activities are designed to support students' personal and professional development, and foster a sense of belonging.

Mandate 2: Research Excellence

Strategic Priorities

SP 3. Further develop a culture and infrastructure that enables the delivery of world-class research

SP4. Undertake internationally significant research that contributes to the development of the nation, engaging with industry, business and the public sector to mutual benefit

SP5. Build research capacity by developing faculty and growing doctoral provision

Strategic Objectives

2.1 Undertake and publish world-class research

As the leading research University in the region, NU will increase its output of high-quality research, which is recognized internationally for its excellence, and has both national and global impact. NU faculty and students will publish in highly regarded outlets, and present at prestigious conferences. The impact of their research will show in citations and knowledge exchange, including patents, innovations and improvements in services and business practices.

2.2 Maintain and update infrastructure

NU will invest in the infrastructure and resources required to support its research targets and future technological challenges. Partnerships with other Kazakhstani institutions will be developed to enhance mutual infrastructural capacity.

2.3 Embed a supportive research culture

NU will embed a supportive research culture - underpinned by a fair, inclusive and responsible assessment environment – through financial investment in research.

2.4 Extend knowledge transfer, contribute to innovation and collaborate with industry

NU will contribute to the economic and social development of Kazakhstan, and positively impact society and the economy through knowledge transfer. The University will drive research-to-application through partnerships and entrepreneurship. By conducting research relevant to industry, business and the public sector, and commercializing its research outcomes, NU will strengthen its innovation initiatives and diversify its research income streams.

NU's research agenda will address pressing societal challenges, from healthcare and environmental sustainability to technological innovation and economic resilience. By fostering interdisciplinary research and industry partnerships, the University will ensure that scientific discoveries translate into tangible benefits for communities.

2.5 Develop, attract and retain talented researchers and staff

NU will develop, attract and nurture talented researchers to produce exceptional research. To achieve this, the University will grow doctoral provision, and expand incentives and opportunities to support faculty, research staff and students in their endeavors. Career advice, professional development and personalized development plans will underpin the development of the University's researchers; this will include the preparation of postdoctoral researchers

for future faculty careers.

Mandate 3: Societal Impact

Strategic Priorities

SP6. Drive national transformation in education, healthcare, industry and governance

SP7. Strengthen national impact through innovation, entrepreneurship and engagement

Strategic Objectives

3.1 Drive educational transformation

NU will work with schools, universities, and policymakers to raise the quality and inclusiveness of education in Kazakhstan. Through capacity-building initiatives and professional development programs for educators and academic leaders, the University will continue to support the modernization of teaching, learning and educational management practices across the national higher education system.

NU will facilitate access to its educational provision by developing online, hybrid and blended programs, micro-credentials and courses; these will be made available to lifelong learners and higher education institutions nationwide. The University's academic offer and partnerships will continue to promote inclusion, social mobility, and equitable access to opportunity, with targeted outreach to underrepresented groups and regions. These objectives will be achieved through flexible learning pathways and inclusive pedagogies that broaden participation and provide underpinning for high-skill careers.

3.2 Strengthen healthcare and public health initiatives

NU will integrate biomedical research, medical education, and clinical practice to train the next generation of healthcare leaders and contribute to better health for all citizens. Subject to government approval and funds being available, NU will supplement the University Medical Centre facilities with the construction of a 350-bed Pediatric Surgical Centre.

3.3 Build lifelong engagement between the University, government and society

NU will create enduring partnerships with communities, NGOs, and public institutions, and will promote good governance through service on national committees, provision of expert advice, and the development of the next generation of policy makers and public administrators.

3.4 Engage with alumni to support the University, benefit society and facilitate their professional development

Alumni will serve as ambassadors for NU values, driving positive change across Kazakhstan and beyond, and contributing to the University's development - including through donations and sponsorships. They will support current students in their academic and professional development, and will be engaged in lifelong learning with the university, using micro-credentials, as well as graduate certificates and diplomas, as routes to higher degrees.

3.5 Further develop innovation and entrepreneurship

Through the Astana Business Campus and its research and innovation ecosystem, NU will support start-ups and accelerate knowledge transfer to industry, strengthening Kazakhstan's economic resilience. Entrepreneurship will be embedded in academic programs, and research-led innovation will be further encouraged and supported.

The three mandates represent our core focus: as a university, we engage in creating and disseminating knowledge, developing young people and supporting the transformation of national and regional society and economy. However, we deliver our core responsibilities within the context of:

- administrative efficiency and good governance;
- financial and environmental sustainability, and
- institutional reputation, internationalization and effective communication.

We now turn to these contexts, in the form of thematic priorities.

Thematic Priority 1. People, Governance and Effective Administration

This priority focuses on improving the University's governance, administrative and people management processes.

Strategic Priorities

SP8. Optimize and enhance digital infrastructure and exploit emerging technologies to drive organizational efficiency

SP9. Develop an organizational culture which enables all our people to thrive and contribute effectively

SP10. Increase the representation of women and Kazakhstani nationals within the faculty and academic management

Strategic Objectives

4.1 Exploit digitalization, automation and artificial intelligence (AI) to improve business processes

NU will streamline its business processes through digital workflows, automation and appropriate application of AI, and will embed data-driven decision-making and accountability at all levels of the institution.

4.2 Develop people management and development processes

NU people will be supported to improve performance, motivated and rewarded for good performance, and afforded quality professional development opportunities appropriate to their roles.

4.3 Evaluate the University's governance processes and extend quality assurance to administrative units

In-line with the recommendations of QAA Institutional Accreditation, and the European Standards and Guidelines for Internal Quality Assurance (ESG 2015), quality assurance will be extended to administrative units, and the effectiveness of the University's governance mechanisms will be monitored and optimized.

4.4 Ensure appropriate diversity of representation within the faculty and academic management

The percentage of faculty positions occupied by Kazakhstani nationals will be increased. Women will be equitably represented in faculty and academic management roles.

Thematic Priority 2. Sustainability

Here we address both the University's financial sustainability, and its environmental and socio-economic sustainability – as delineated by the United Nations Sustainable Development Goals.

Strategic Priorities

SP11. Ensure financial sustainability and resilience to enable investment

SP12. Commit to socio-economic and environmental sustainability

Strategic Objectives

5.1 Ensure Financial Sustainability

NU will strengthen long-term financial sustainability by diversifying funding sources, increasing the revenue from fee-paying students, executive education and micro-credentials, exploiting external research and development funding opportunities, research commercialization, and optimization of operational costs. Fundraising opportunities with alumni, sponsors, and stakeholders will be enhanced by building strong relationships and increasing engagement through outreach and events. Over time, progressively greater use of support from the NU and NIS Fund will be targeted at strategic investments and initiatives.

5.2 Embed Socio-Economic and Environmental Sustainability in all University activities

NU will integrate environmental and socio-economic sustainability, including our commitment to the UN's Sustainable Development Goals (SDGs), into all aspects of the University's activities, including its academic programs, research and operational framework. By embedding these sustainability principles in research, campus life, public outreach and campus management, NU will support national and global efforts in climate action, resource conservation and social development.

Thematic Priority 3. Reputation, Internationalization and Communication

This priority focuses on building NU's international reputation and activities, with improved communication functioning as a key enabler.

Strategic Priorities

SP13. Build institutional reputation

SP14. Increase international engagement and impact

SP15. Enhance digital communications to strengthen visibility

Strategic Objectives

6.1 Improve the reputation of NU

NU will increase its focus on impact and contribution, and strengthen both its international and national visibility and reputation.

6.2 Expand NU's global influence and strengthen institutional partnerships

Internationalization benefits the University's collaborative research and reputation, enriches the learning environment and provides an additional income stream. Mutually beneficial new partnerships will replace existing strategic partnerships. NU's engagement will extend beyond Kazakhstan, fostering international collaborations in teaching, student exchange and research. By enhancing its visibility, NU will strengthen its reputation as a key player in global education and research networks.

6.3 Improve communication and engagement

Effective communication is essential to NU's reputation, global profile, and accountability. NU's approach will be strategic and impact-oriented, with a focus on digital innovation, storytelling, and stakeholder engagement. Clear, consistent, and targeted communications that showcase

NU achievements, values, and impact at local, regional, and global levels, will be delivered. Improved communication and engagement will facilitate enhanced institutional reputation, support the building of the NU brand, and strengthen accountability.

Strategy Implementation

The implementation of this strategy will be based on a structured, consultative and institution-wide approach to ensure clarity, accountability, and alignment of strategic initiatives with Nazarbayev University's long-term targets. The associated NU Strategic Plan will provide annual targets for each mandate and thematic priority, set against KPIs (Appendix 2). Annual Operational Plans will be informed by environmental changes, and adjusted according to the progress being made against targets.

To ensure the effective, successful, and timely implementation of the strategy, NU will:

1. Develop Mandate- and Theme-Based Sub-Strategies and/or Action Plans

Each strategic mandate and thematic priority will be operationalized through specific sub-strategies or action plans, which will guide the efforts of academic and administrative units in implementing the overall institutional strategy.

2. Implement an Annual Planning System

To ensure agility and accountability and specify how each unit contributes to the delivery of sub-strategies, all academic units and administrative departments will develop annual operational plans which will be overseen by the Office of Strategy and Delivery.

3. Assess Performance through Cascading Targets

Performance targets will be set, reviewed and adjusted annually, commencing with the President and Managing Council, then cascading through academic and administrative units, and other organizations of the University. Key performance indicators (Appendix 2) will be formulated for each strategic mandate and thematic priority, and translated into senior management, school, entity, unit and individual-level targets.

4. Review and adjust the University structure to facilitate effective implementation of the strategic priorities and objectives

Subject to approvals by the Board of Trustees and the Supreme Board of Trustees, the University's organizational structure will be adjusted to support the new strategic directions. The new structure will provide the scaffolding that enhances teaching and research excellence, enables interdisciplinarity, optimizes delivery, minimizes duplication and realizes efficiency gains. It will ensure that subject areas of national strategic importance are supported to grow in size and quality, across teaching, research and societal impact.

In support of the national agenda for digitalization and artificial intelligence, a new School of Computer Science and Artificial Intelligence will be launched, whilst to rationalize engineering provision and protect strategically important subjects, the School of Mining and Geosciences will be merged with the School of Engineering.

Alignment between roles in the Office of the Provost (Vice Provosts) and Schools (Vice Deans) will be strengthened to ensure that strategic goals are pursued at school level, and administrative support will be reconfigured to enhance performance and realize efficiencies.

NU Graduates:

1. Possess in-depth knowledge and understanding of their discipline, and are engaged in the pursuit of new knowledge
2. Are confident and capable leaders and team workers, prepared to take a leading role in the development of their country
3. Are problem-solvers, able to adapt and apply critical and evidence-based thinking to meet evolving challenges
4. Are entrepreneurial, creative and innovative
5. Are effective communicators to diverse audiences, and are cultured and tolerant national and global citizens
6. Act ethically and with integrity, particularly when conducting research and incorporating new technologies
7. Leverage information and digital literacy, and artificial intelligence (AI), for their academic studies, development and careers
8. Act with social responsibility, and embed sustainability in their decision-making
9. Are committed to reflection, lifelong learning and personal development

KPIs	Targets					
	Current status (2025)	2026	2027	2028	2029	2030-31
1. Joint and dual degree programs with international partners (cumulative, #)	2 approved programs	2	3	4	5	6
2. Internationally accredited programs (total, #)	10	21 ₁	27 ₂	35 ₃	39 ₄	41 ₅
3. Publications in Q1 (CiteScore) journals (%)	62,9	70	71	72	73	75
4. Annual research income from all sources (thousand, USD)	31341	32103	32200	32300	34400	36500
5. Research aligned with SDG goals (%)	36	42	44	46	48	50
6. Attendees on courses developed for the Kazakhstani community (annual, #)	A new indicator	3000	3500	4000	4500	5000
7. Development of the Science Park	Construction was launched	Complete 1 st building	1 st building functioning	Complete 2 nd building	Complete 3 rd building	Complete 4 th building
8. Percentage of Kazakhstani faculty (%)	34,6	37	39	41	43	45
9. Non-governmental revenue from academic programs and courses (credit and non-credit bearing) (bln, KZT)	1.7	3.7	5.4	7.1	8.8	10.5
10. Graduates of startup support programs in priority areas (AI, biomedicine, advanced materials, energy, and socio-economic development) (annual, #), and high-technology jobs created by graduates of startup support programs	40/130	45/140	50/155	55/170	60/185	65/200
11. Achieve operational efficiency and excellence through digitalization and integration of AI into agreed processes (%)	A new indicator	50	55	60	65	70
12. NU's standing in the THE World University Rankings ₆ (# rank)	401-500	401-500	351-400	351-400	301-350	251-300

1 CPS -1; NUSOM - 4; SMG -1; SEDS -2; GSPP -3; GSB -3; GSE -3; SSH-4

2 CPS-1; NUSOM -5; SMG -3; SEDS -2; GSPP -3; GSB -3; GSE -3; SSH-7

3 CPS-1; NUSOM -6; SMG -3; SEDS -6; GSPP -3; GSB -3; GSE -3; SSH-10

4 CPS -1; NUSOM -6; SMG -3; SEDS -6; GSPP -3; GSB -3; GSE -3; SSH-14

5 CPS -1; NUSOM -6; SMG -3; SEDS -6; GSPP -3; GSB -3; GSE -3; SSH-16

6 Each year, Times Higher Education (THE) publishes the results of its World University Rankings for the upcoming year. This means that the ranking year indicated in the publication is one year ahead of the year in which the results are released.

