

AUTONOMY IN HIGHER EDUCATION SYSTEM IN KAZAKHSTAN

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HISTORICAL REVIEW

The issue of granting autonomy to HEIs in Kazakhstan has been considered for a long time, it is enough to mention that one of the first laws after gaining independence was the Law of the Republic of Kazakhstan of January 18, 1992 «On Education». In this law, the main trends in the transition of the state to a market economy and the provision of academic freedom were fixed.

MAIN APPROACHES TO EXPANSION OF THE AUTONOMY OF KAZAKHSTAN UNIVERSITIES

- By identifying the special status of the HEI (Nazarbayev University, national, state) and granting of special competences
- By increasing the percentage of content of educational programs determined by HEIs independently



100 КОНКРЕТНЫХ ШАГОВ

ПО РЕАЛИЗАЦИИ ПЯТИ ИНСТИТУЦИОНАЛЬНЫХ РЕФОРМ
ГЛАВЫ ГОСУДАРСТВА НУРСУЛТАНА НАЗАРБАЕВА



78th step

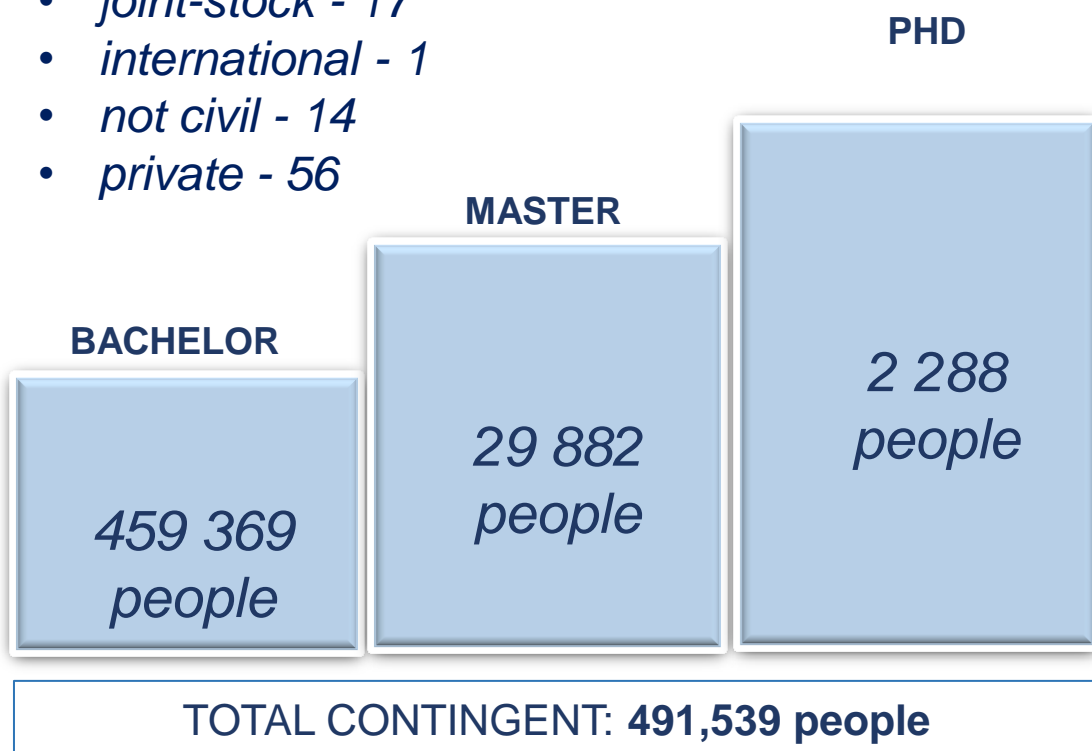
«A gradual expansion of the academic and managerial autonomy of universities is necessary, taking into account the experience of the Nazarbayev University»

N.A. Nazarbayev

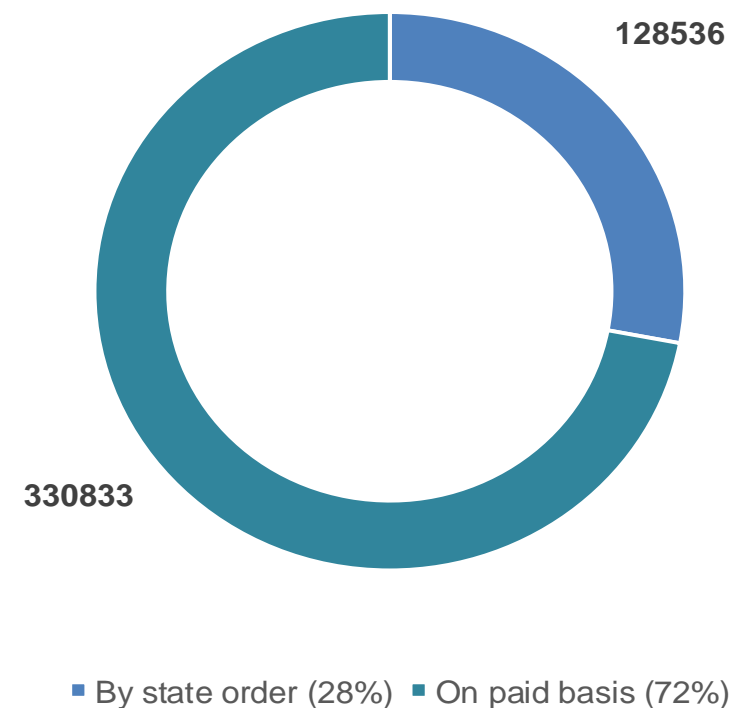
CURRENT SITUATION IN THE FIELD OF HIGHER EDUCATION

131 universities:

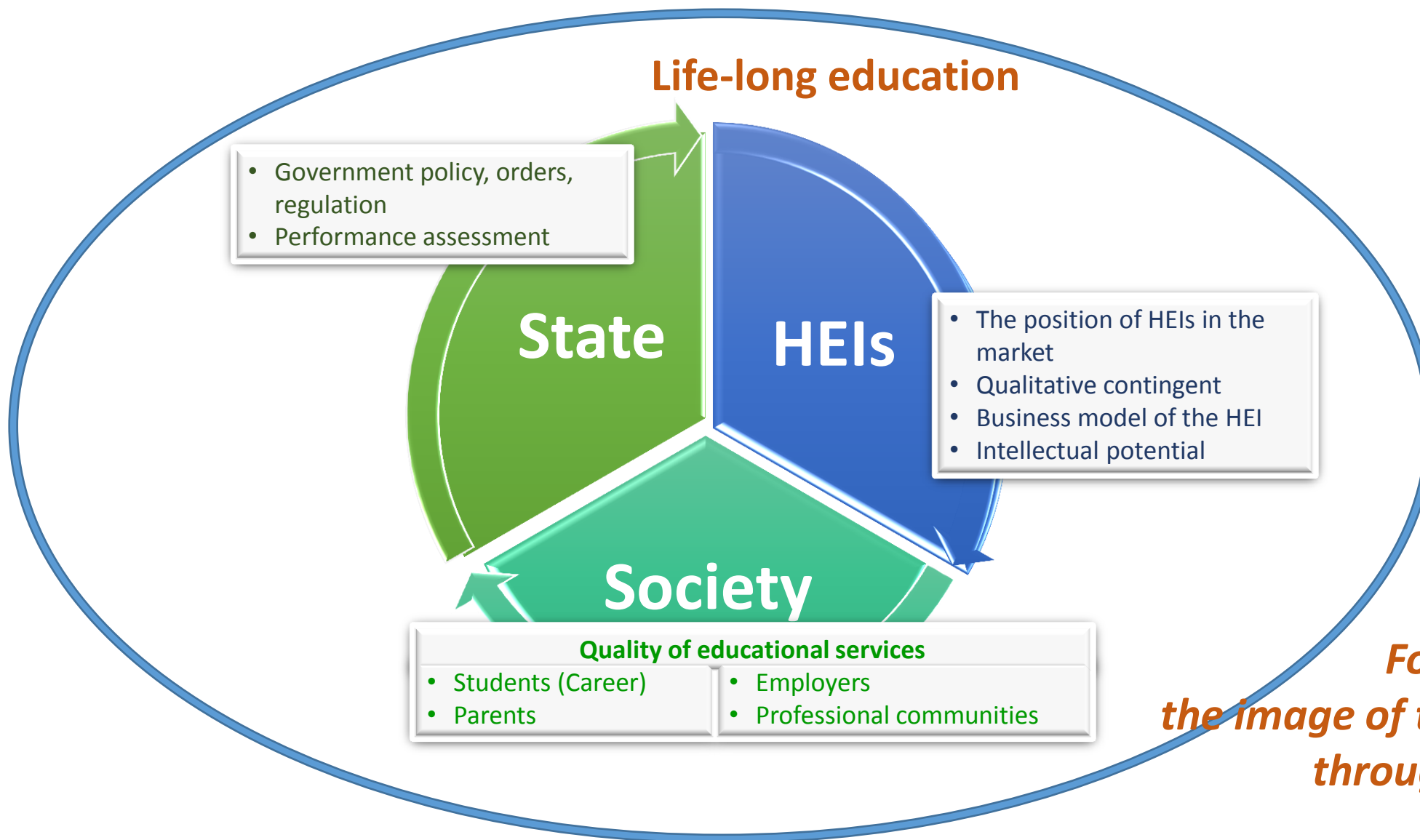
- AOE - 1
- *national* - 10
- *state* - 32
- *joint-stock* - 17
- *international* - 1
- *not civil* - 14
- *private* - 56



THE STUDENTS STUDYING BY THE STATE ORDER AND ON PAID BASIS (people)



MODEL OF INTERACTION



MECHANISMS OF EXPANSION OF AUTONOMY of Kazakhstan HEIs, implemented at the moment

Establishment of Trustee and Supervisory Boards in HEIs

Phased introduction of the Nazarbayev University's experience in academic and managerial autonomy in civilian HEIs

Introduction of strategic management

Implementation of the transition from state attestation of universities to accreditation

Involvement of foreign specialists in HEIs top management

Top-managers' training in modern management in education

Requirements for the development of an intra-university quality assurance system in accordance with the ESG recommendations and standards

The requirement for HEIs to develop Academic Policy

Rectors electivity procedure

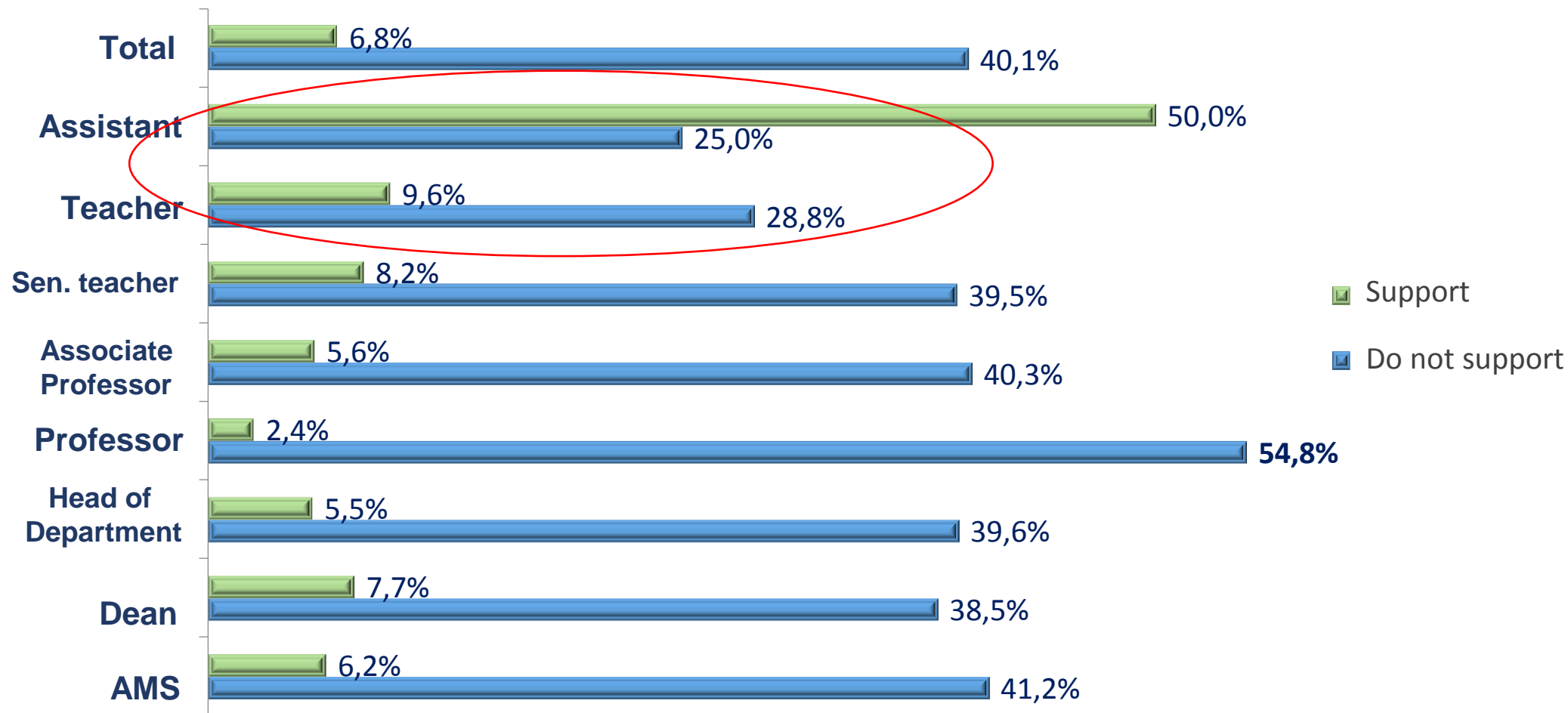
Development of evaluation criteria and methodology for determining KPI of HEIs rectors

Discussion of transition of state HEIs to NPJSC

Results of the sociological survey, 2016

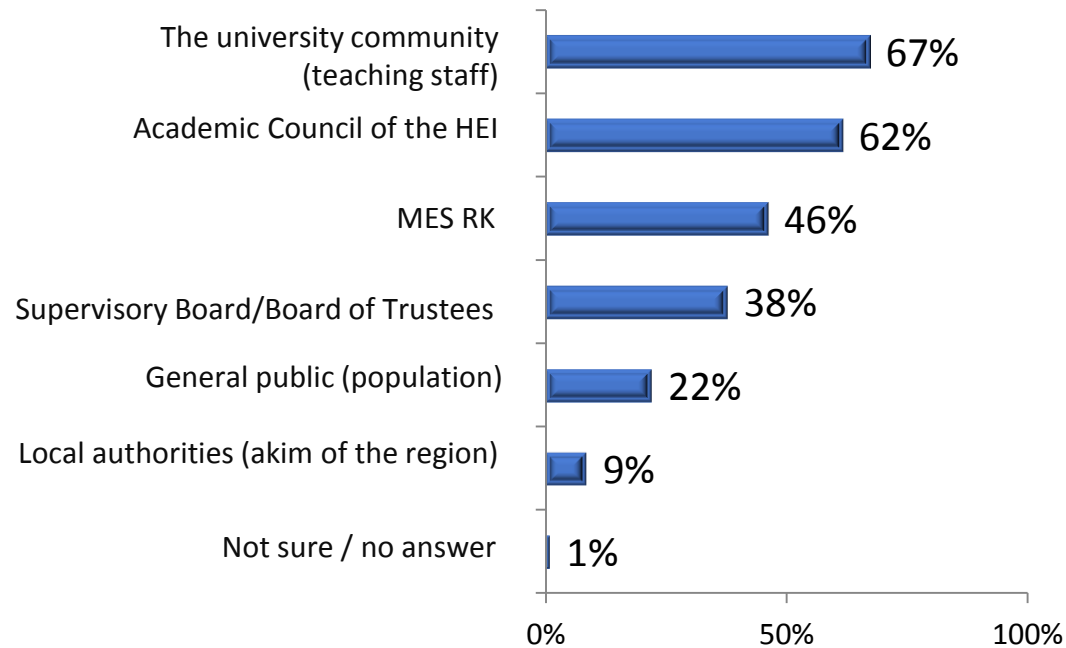
Academic autonomy	Managerial autonomy	Financial autonomy	Staff autonomy
<p><u>Development of EP</u></p> <ul style="list-style-type: none"> 72% of teaching staff are ready to use the opportunity to develop and implement their own educational program <p><u>Accreditation</u></p> <ul style="list-style-type: none"> 60% believe that accreditation has a positive impact on the quality of education 	<p><u>Supervisory Boards</u></p> <ul style="list-style-type: none"> The influence of supervisory boards on the activity of the HEI is estimated on average at 5.29 points (7 maximum) Every 4th person does not know about the existence of the supervisory board in the HEI <p><u>Public reports of rectors</u></p> <ul style="list-style-type: none"> Using reports to attract business partners was estimated at 5.8 points (7 maximum) Only 22% believe that the rector should report to the public 	<p><u>Diversification of sources of financing</u></p> <ul style="list-style-type: none"> The HEIs have 2 main sources of funding (84% from tuition fees, 73% from state grants) <p><u>Development of endowment funds</u></p> <ul style="list-style-type: none"> 39% do not know what an endowment fund is 	<p><u>Evaluation of teaching staff activities</u></p> <ul style="list-style-type: none"> 62% of HEIs use differentiated wages <p><u>Career opportunities</u></p> <ul style="list-style-type: none"> Respondents estimated «promotion in HEI in the field of educational activities» at 5.7 points (7 maximum)

The introduction of autonomy through the eyes of the teaching staff of HEIs

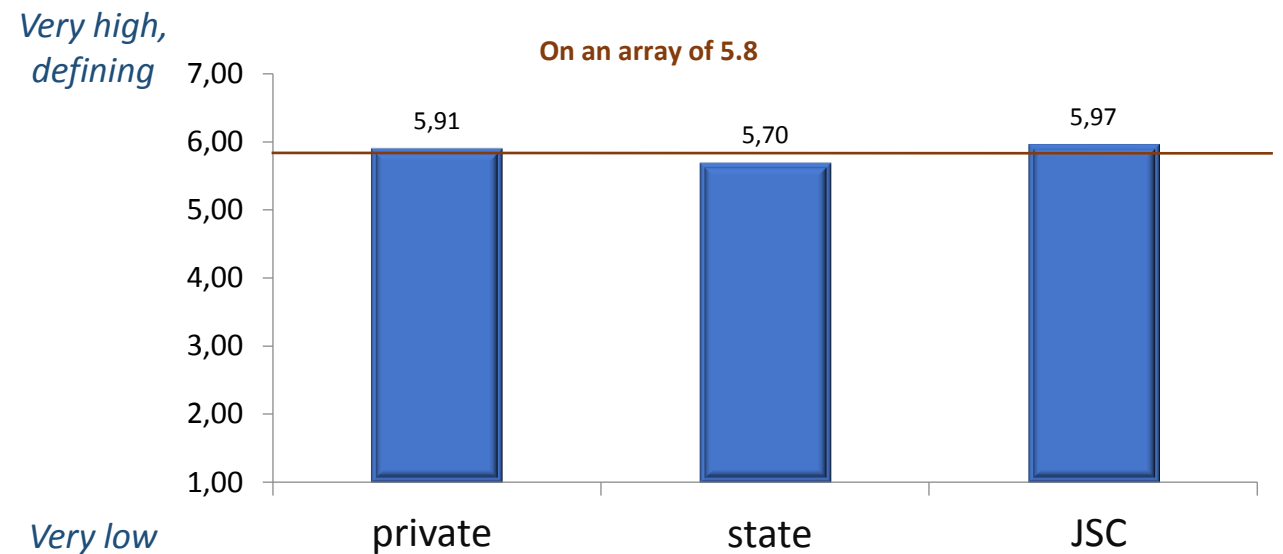


HEIs recognize the image and economic effect of public reports of rectors

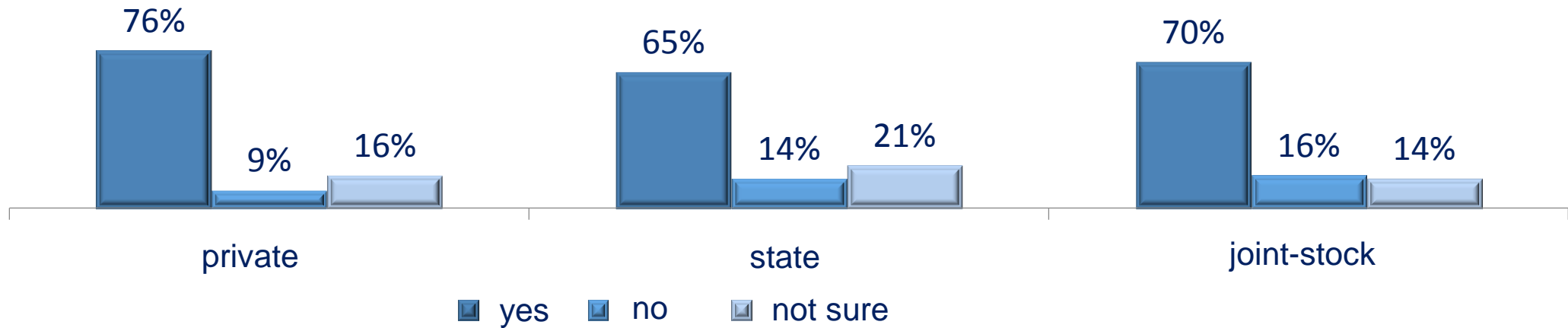
To whom the rector of the HEI should make a report on the activities of the HEI?



How would you assess the importance of public reports of rectors (in the media, on the website of HEI) about the activities of HEIs in order to attract new partners, including from business?



70% of teaching staff participate in the decision-making process on academic and organizational issues



NECESSITY OF LEGISLATION CHANGES

In accordance with the Law
«On Education»:

HEIs - 19 competencies,
Ministry of Education and
Science - 97



The bill «On amendments
and additions to some
legislative acts of the
Republic of Kazakhstan on
expansion of academic and
managerial autonomy of
higher educational
institutions»

- ✓ *Dependence of higher education institutions on the MES RK which is limited in expert experience and speed of action on changes in the field of science and education*
- ✓ *Impossibility of higher education institutions to respond quickly to the needs of society and the challenges of dynamic academic activity*

THE BILL

Aimed at increasing the competitiveness of HEIs and will allow them:

- ✓ To acquire academic freedom in the formation of educational programs
- ✓ To acquire managerial autonomy through the transition to the NPJSC
- ✓ To increase the effectiveness of all activities through accountability to corporate bodies
- ✓ To orient in market conditions and be an independent participant in economic relations
- ✓ To actively diversify sources of income and financial flows
- ✓ To implement modern methods of management and budgeting
- ✓ To expand international cooperation
- ✓ To attract investments in the development of the HEI: the target capital (Endowment fund)

MECHANISMS OF EXPANSION of **academic** autonomy

Development and updating of educational programs on an ongoing basis

Formation and funding of the student contingent for educational programs

Assistance in the certification of graduates

Licensing in the areas of training

Implementation of educational programs: major-minor

Introduction of the register of educational programs

Student-oriented learning

Loan-per capita financing

Improvement of the accreditation institute with a focus on ESG standards

Expanding the internationalization of HEIs, exporting educational services

MECHANISMS OF EXPANSION of **managerial** autonomy

Implementation of the transformation of HEIs into non-profit organizations

Establishment of corporate governance bodies - Board of Directors

Provision of financial autonomy with the introduction of a single transparent accounting

Formation of a transparent budget

Development of the mechanism for the formation of the endowment fund of HEIs

Realization of full transition from the state certification of HEIs to socio-professional accreditation

Introduction of new mechanisms for appointing and dismissing the management of HEIs, determining their term of office

Annual reporting of rectors to the public

MECHANISMS OF EXPANSION of **financial** authority

Change in the organizational and legal form of HEIs in the NPJSC and other organizational and legal forms

Diversification of sources of income

Establishing a financial model that is close to the world practice

The right to independently determine the academic structure, the right to international cooperation and the creation of legal entities

Consolidating at the legislative level the establishment and use of the endowment fund at the university

Balanced taxation

Creation of additional conditions for stimulating innovative and scientific-educational activities of HEIs

COMPETENCE OF HEIs on the new bill

All HEIs

- To develop and implement educational programs
- To determine the rules of the current, intermediate and final certification
- To establish the ratio of students to teaching staff
- To establish qualification characteristics of teaching staff positions
- To independently develop the norms of the academic load, the form and amount of payment for work
- To determine the procedure for admission to the HEI within the framework of the model rules
- To determine the structure of the HEI and staff
- To develop a HEI development program
- To create a fund of target capital (endowment fund) of the HEI
- To create legal entities for scientific and educational activities

HEIs with special status

- To determine the content of education on the basis of independently established educational standards
- To create branches in a foreign country
- To open the startup companies
- To independently determine an admission order

DEVELOPMENT OF EDUCATIONAL PROGRAMS WITHIN THE FRAMEWORK OF THE TRAINING DIRECTIONS. STUDENT-ORIENTED LEARNING

The content of educational programs of higher and post-graduate education **is focused on the learning outcomes and compliance with the National and sectoral frameworks of qualifications**

The list of educational programs for the areas of preparation of higher and postgraduate education is contained in the register approved by the authorized body in the field of education

Learner in determining the individual trajectory of learning can choose the **Major and Minor** educational programs

The implementation of **postdoctoral programs** is carried out at the expense of various organizations in leading HEIs and scientific organizations that have recognized scientific schools and carry out relevant scientific research in the areas of learning

Thank you for attention!