The Universities Goals for 2018-2023

*GOAL 1: Increase student enrollment*

In Fall 2018, the number of incoming freshmen increased by 19% in comparison to Fall 2017. KIMEP offers a unique and vibrant environment for local and international students to develop holistically, with more than 30 student clubs and organizations active on campus. According to the 2018 Student Satisfaction Survey, KIMEP students reported an overall satisfaction score of 4.16 out of 5. This overwhelmingly positive result shows how deeply students’ well-being, concerns, and suggestions are valued by KIMEP administration and staff, which is reflected in KIMEP’s high student enrollment.

**Student Enrollment by College in AY 2017-18 and Fall 2018**

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|  | AY 2017-18 |
|  | UGRAD | GRAD | Total |
| Bang College of Business | 1409 | 223 | 1632 |
| College of Social Sciences | 366 | 74 | 440 |
| Law School | 232 | 45 | 277 |
| Language Center | 0 | 16 | 16 |
| Non-degree | 80 | 67 | 147 |
| **Total** | **2007** | **358** | **2512** |
| International | 311 |
| Percentage of international students | 13% |

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|  | Fall 2018 |
|  | UGRAD | GRAD | Total |
| Bang College of Business | 1294 | 193 | 1487 |
| College of Social Sciences | 390 | 68 | 458 |
| Law School | 194 | 45 | 239 |
| Language Center | 32 | 15 | 47 |
| Non-degree | 73 | 28 | 101 |
| **Total** | **1910** | **321** | **2332\*** |
| International | 319 |
| Percentage of international students | 14% |

 *\*This figure represents the actual number of enrolled students for Fall 2018.* |

*GOAL 1: Increase student enrollment, continued*

Over the next 5 years, KIMEP University hopes to increase student enrollment by 38%, thus bringing the total student population to 3,500. With the introduction of numerous new degree programs each year, recruitment of new highly-qualified international faculty, and the continuous evaluation and improvement of facilities, student services, and university life, KIMEP will undoubtedly continue to attract students in greater numbers from all over Kazakhstan, Central Asia, and the world.

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| **Student Population Projections** |
| New incoming students | 2016-17 | 2017-18 | 2018-19 | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 |
| UGRAD |  |  390 |  464 |  510 |  561 |  618 |  679 |  747 |
| GRAD |  |  104 |  102 |  112 |  123 |  136 |  149 |  164 |
| Total |  |  494 |  566 |  623 |  685 |  753 |  829 |  912 |
| Overall student population |  2,725 |  2,512 |  2,596 |  2,729 |  2,912 |  3,115 |  3,334 |  3,584 |
| Assumptions:  |  |
| 1. Percentage increase for incoming students is 10% starting from F20192. Does not include non-degree and post-graduate students3. Attrition rate to remain 6% |
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*GOAL 2: Enlarge the number of highly-qualified faculty*

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| **Faculty members who teach degree programs (breakdown by degrees)** |
| Degree type | Bang College of Business | College of Social Sciences | Law School | Language Center | **Total** |
| Terminal degree (PhD, DBA, JD, D.Sc., C.Sc.) | 34 | 30 | 8 | 8 | 80 |
| Master's degree | 7 | 3 | 1 | 0 | 11 |
| Total | **41** | **33** | **9** | **8** | **91** |
| **Percentage of faculty with terminal degrees** | **83%** | **91%** | **89%** | **100%** | **88%** |
| **Foreign faculty**  | **17** | **16** | **6** | **4** | **43** |
| **Percentage of foreign faculty**  | **41.5%** | **48.5%** | **66.7%** | **50%** | **47.3%** |

Student/faculty ratio for full-time faculty teaching degree programs as of FALL 2018 = 2,332 / 91 = **26**

Total number of full-time faculty = **114**

In order to properly orient the next generation of specialists and leaders, KIMEP recruits new international professors each year, all of whom are highly qualified experts in their respective fields abroad and according to international accreditation criteria. KIMEP has the highest concentration of faculty with PhDs in the Commonwealth of Independent States. 88% of our faculty holds terminal degrees, while the remaining 12% are fully professionally qualified. Over 47% of faculty are foreign, while 74% received their degrees overseas. In the next 5 years, KIMEP hopes to expand the number of full-time faculty to 135, who will continue to advance our academic programs beyond the highest international standards.

*GOAL 3: Expand total academic degree program offerings*

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| **Current academic programs in AY 2018-2019** |
| **Bang College of Business** | **College of Social Sciences** | **Law School** | **Language Center** |
| Undergraduate programs |
| Bachelor in Accounting and Audit Bachelor of FinanceBachelor of Management Bachelor of Marketing Bachelor of Information Systems in Business | Bachelor of Arts in EconomicsBachelor of International RelationsBachelor of Public and Municipal AdministrationBachelor of Arts in Journalism | Bachelor in International LawBachelor in Jurisprudence  | Bachelor of Arts in Foreign LanguagesBachelor of Arts in Translation Studies |
| Graduate programs |
| Master of FinanceMaster of Accounting and Audit Master of MarketingMBA and EMBAMini-MBA (professional diploma program)PhD in Accounting PhD in FinancePhD in ManagementPhD in MarketingDoctorate in Business Administration (DBA) | Master of Arts in EconomicsMaster of International RelationsMaster of Public and Municipal AdministrationMaster of International Journalism | Master in International Law | Master of Arts in Foreign Languages |

KIMEP currently offers 28 different degree programs, which ensures that students have the freedom to choose the best academic path to achieve their academic goals and professional aspirations. KIMEP periodically evaluates the diversity and quality of its programs, and seeks to significantly expand the number of disciplines we offer in the next 5 years. This year alone, KIMEP successfully launched 7 new academic degree programs in spheres of high demand.

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

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| **New programs in AY 2023-2024**  |
| **Bang College of Business** | **College of Social Sciences** | **Law School** | **Language Center** |
| Undergraduate programs |
| Bachelor in LogisticsBachelor in Tourism and HospitalityBachelor in Insurance and Risk Management  | Bachelor in Data Science  | Bachelor in Finance and Law  | Bachelor of Arts in Mathematics EducationBachelor of Arts in Arts Management |
| Graduate programs |
| Master in Insurance and Risk Management Master in Information Systems Master in Finance and LawMaster in Marketing and Journalism (Social Media)Master in Information Sciences and Finance (Fintech, Information System Security) | PhD in Economics PhD in International Relations  | Master in JurisprudenceMaster in Law and MBA | Master of Arts in Translation and Technical WritingMaster of Arts in Educational Administration and LeadershipPhD in Educational Administration and LeadershipPhD in Foreign Languages |

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

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

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

KIMEP has established partnerships with more than 165 universities in North America, Europe and East Asia, which offer dual degree and exchange programs, research opportunities, faculty visit programs, and more. About 25% of KIMEP students complete a portion of their studies at our international partner universities, rendering them more qualified and attractive to employers, both in Kazakhstan and abroad. This exchange of knowledge between KIMEP and some of the most esteemed universities in the world continuously drives our university to improve its services and surpass higher standards of excellence. KIMEP hopes to provide even more opportunities for students to gain valuable academic and practical experience abroad in the next 5 years.

*GOAL 4: Receive further international accreditation*

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

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| **INSTITUTIONAL ACCREDITATION IN 2018** |
| **IQAA – Independent Kazakh Agency for Quality Assurance in Education***January 2013 - January 2018; January 2018 - January 2023* |
| **INTERNATIONAL PROGRAM ACCREDITATION IN 2018** |
| **Bang College of Business** | **College of Social Sciences** | **Law School** | **Language Center** |
| **FIBAA – Foundation for International Business Administration Accreditation**International Program Accreditation*July 2018 - May 2023* |
| Bachelor of Accounting and AuditBachelor of FinanceBachelor of ManagementBachelor of MarketingMaster of Accounting and AuditMaster of FinanceMaster of MarketingMaster of Business Administration*Executive MBA**November 2012 - May 2018; February 2018 - 2025**Mini-MBA**February 2013-2018; February 2018 - 2025*Doctorate in Business AdministrationPhD in Accounting and AuditPhD in FinancePhD in ManagementPhD in Marketing | Bachelor of Arts in EconomicsBachelor in International RelationsBachelor in JournalismBachelor of Public and Municipal AdministrationMaster of Arts in EconomicsMaster in International RelationsMaster in International JournalismMaster of Public and Municipal Administration | Bachelor of LawsBachelor of International LawMaster of International Law | Master of Arts in Foreign Language |
| **ACCA - Association of Chartered Certified Accountants**Recognition of Degrees with Exemptions from 4 ACCA exams*January 2016 - December 2020* |
| Bachelor of Accounting and AuditMaster of Accounting and Audit | **-** | **-** | **-** |
| **CIMA - Chartered Institute of Management Accountants**Recognition of Degrees with Exemptions from CIMA exams*October 2017 - October 2020* |
| Bachelor of Accounting and AuditBachelor of MarketingBachelor of ManagementBachelor of Finance | **-** | **-** | **-** |
| **ICAEW - Institute of Chartered Accountants in England and Wales**Recognition of Degrees with Credit for Prior Learning Exemption*May 2018 - January 2019* |
| Bachelor of Accounting and AuditBachelor of Science in Business Administration and Accounting | **-** | **-** | **-** |
| **EAPAA - European Association for Public Administration Accreditation**International Program Accreditation in Public Administration*September 2012 - December 2019* |
| - | Bachelor of Public AdministrationMaster of Public Administration | - | - |
| **ACA - American Communication Association**International Program Accreditation in Journalism*January 2014 - December 2018* |
| - | Bachelor in JournalismMaster in International Journalism | - | - |
| **AQ Austria – Agency for Quality Assurance and Accreditation Austria**International Program Accreditation*September 2013 - September 2018* |
| Bachelor of Accounting and AuditBachelor of FinanceBachelor of ManagementBachelor of MarketingMaster of Business Administration*Executive MBA* | Bachelor of Arts in EconomicsBachelor of Arts in EconomicsBachelor in International RelationsBachelor in JournalismBachelor of Public and Municipal AdministrationMaster of Arts in EconomicsMaster in International RelationsMaster in International JournalismMaster of Public and Municipal Administration | Master of International Law | Master of Arts in Foreign Languages: Two Foreign Languages |
| **AFBE - Asian Forum on Business Education**International Program Accreditation*September 2011 - April 2018* |
| Bachelor of Science in Business Administration and AccountingMaster of Business Administration*Executive MBA**November 2012 - 2017* | - | - | - |

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

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| **FUTURE INTERNATIONAL ACCREDITATIONS** |
| **Institutional Accreditations:**Foundation for International Business Administration AccreditationThe New England Commission of Higher Education (NECHE, formerly known NEASC) |
| **Program Accreditations:**Association to Advance Collegiate Schools of Business (AACSB)European Foundation for Management Development (EFMD) |

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

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

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

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

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

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

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

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

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

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

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

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

In summer 2018, the university attained specialized accreditation from FIBAA for all university academic programs. Since then, the university has launched new programs - Bachelor of Information Systems in Business, Bachelor of Arts in Translation and Professional Communication, Bachelor of Arts in Foreign Languages. KIMEP University plans to accredit all newly launched programs with FIBAA in the coming academic years, as well as obtain institutional accreditation from FIBAA by the end 2019. KIMEP University is the first university in Kazakhstan, whose academic programs have been accredited by FIBAA and will be the first to receive institutional accreditation from this European agency.

*GOAL 5: Increase faculty research output*

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

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| Publications in AY 2013-2018 | **Bang College of Business** | **College of Social Sciences** | **Law School** | **Language Center** |
| Books and Book Chapters Published Internationally |  **19** | **39** | **12** | **9**  |
| Publications in Scopus Journals | **54** | **29** | **8** | **9** |
| Peer-reviewed International Journals | **92** | **9** | **24** | **3** |
| Conference Papers  | **144** | **50** | **45** | **50** |

**Research Centers**

The **Central Asian Studies Center** (CASC) was created in November 2010. Since then every semester it has been organizing series of events: guest lectures, round tables and conferences. It has been facilitating the research of foreign scholars, especially PhD candidates, and serving as a coordinator of research links between foreign universities and KIMEP. The aim of the CASC is to become a regional hub for academic and graduate research on Central Asia that would generate scholarly and teaching expertise on the region and facilitate international research projects and graduate study programs.

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

The **DPRK Strategic Research Center** was established in March 2018 and closely follows developments of the Democratic People’s Republic of Korea and collaborates with policymakers and experts in the Korean conflict. The center’s mission is to construct policy recommendations for the establishment of peace and prosperity on the Korean Peninsula through economic reform and opening. Since its founding, the center has published over 25 articles in international outlets. Two full-time faculty members from the Department of International Relations in the College of Social Sciences conduct research in the center, along with collaborating faculty from other departments.

*Conclusion*

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

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

Upon the full transfer of ownership and granting of Special Status from the Government of the Republic of Kazakhstan, KIMEP can continue to play a leading role in the development of Kazakhstan, make significant contributions to the advancement of knowledge, higher education, and quality of life in Central Asia, and ultimately realize its strategic vision through recognition as one of the top universities in the world.

*This document was prepared by KIMEP University in November 2018.*