

“It gives me great pleasure to see the conditions in which you study and I envy you for having such wonderful opportunities... I’m very sorry that in my time there wasn’t a university like this.”

N. A. NAZARBAYEV
PRESIDENT OF THE REPUBLIC OF KAZAKHSTAN
APRIL 2, 2008



TWENTY YEARS AT KIMEP

**A REMARKABLE CONTRIBUTION TO THE DEVELOPMENT OF
THE REPUBLIC OF KAZAKHSTAN 1992-2012**

CREATING LEADING PROFESSIONALS SINCE 1992

20
YEARS





A Message from the President

Dear friends,

In its twenty year history, KIMEP has made a remarkable contribution to the development of the Republic of Kazakhstan. This document details this contribution. Some of the highlights include:

Culture and Governance

the development of a unique student success -focused culture based on core values of integrity, transparency, honesty and meticulous care for the well-being of our students.

a democratic governance structure that ensures that all stakeholders, especially students, have their voice heard in all major decisions

a vibrant student culture packed with extra-curricular activities that allows the practical development of leadership and organizational skills

Impact on Economy and Society

8,000 graduates leading the development of the Republic in business and government
continuing high demand for KIMEP graduates, with over 90% entering employment immediately on or before graduation

a key incentive for international businesses to locate in Kazakhstan, particularly in Almaty
close partnerships with the business community ensure continuing curriculum relevance and a steady supply of new employees

Academic Programs

unique programs based on the North American model that develop new knowledge, leadership capacity, critical thinking, analytical reasoning and problem solving skills

teaching in English enables our graduates to operate successfully in the international business community



the only academic institute in Central Asia to receive level II (regional) accreditation from the Asian Forum on Business Education, putting it two to four years away from receiving the “gold standard” of global business school accreditation – AACSB and EQUIS international accreditation processes underway for all other programs a thriving professional development and executive education program that has trained more than ten thousand people to improve their performance

Faculty

a world-class faculty drawn from around the world, combined with the best Kazakhstani academics, including the highest concentration of Western-trained PhD faculty in the CIS, to produce a truly unique learning experience almost 3m USD invested in the development of doctoral faculty through the most successful new doctoral program in Kazakhstan – the KIMEP Doctor of Business Administration

Developing the International Reputation of Kazakhstan

an ambassador for Kazakhstan in the international community, bringing thousands of students and faculty to the Republic a global flagship for Kazakhstani higher education, with active partnerships with some of the world’s leading universities creating new knowledge about the development of Kazakhstan through research that raises the profile of the Republic in the international community

Supporting the Modernization of Higher Education

a change agent for higher education, introducing new methods, systems and knowledge to further the development of the higher education sector the largest financial aid program in the Republic, ensuring ability, not wealth, is the key entry criterion



a world class facility developed from our own resources as a gift to the Republic of Kazakhstan, combining excellent teaching facilities, a modern library, executive education center and sports facilities

a world class library, unique in Central Asia, which offers open access to literally millions of resources

I invite you to review this document that details our remarkable achievements, and I seek your support as we continue to progress to world-class status.

Chan Young Bang, PhD,
President of KIMEP



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Overview

The Kazakhstan Institute of Management, Economics and Strategic Research (KIMEP) has a distinguished twenty-year history in Kazakhstan. This has been a period of remarkable development for the Institute, during which it has made a significant contribution to the development of the Republic.

“The standard of academic rigor is very high, and this is one reason why KIMEP’s degrees are recognized and respected by institutions around the world.”

Brendan Bryant, exchange at KIMEP Spring 2011, PhD student, University of Wyoming, Laramie, Wyoming, United States of America

Origins - President Nazarbayev’s “First Act”

The Institute was founded by President Nursultan Nazarbayev in 1992, in what the President called his first act as the leader of an independent Kazakhstan. While beginning as a small institution granting graduate degrees in management and public administration, KIMEP is now a vibrant international community, hosting 3,400 students on a modernized campus, the largest concentration of faculty holding Western PhDs and other terminal degrees in the CIS (88), and 16 different degree programs at the undergraduate, graduate, and doctoral level. Led by its co-founder and current President, Dr. Chan Young Bang, all of this has been achieved while holding tuition at affordable levels, representing what recent research illustrates is perhaps the best return on student investment in tuition expenses found anywhere in the world.

KIMEP has been fortunate to enjoy the President’s blessing and continued support throughout its history. He returned to KIMEP in 2008 to reaffirm his commitment to the Institute, where he pointed out that KIMEP provided all of the benefits of an education abroad to students in Kazakhstan. As he said,

It gives me great pleasure to see the conditions in which you study. I envy you in having such wonderful opportunities. I’m very sorry that in my time there wasn’t a university like this.

His Excellency also mentioned that he continues to follow the development of the Institute closely, believing fully in its mission to train the future leaders of Kazakhstan. Without a doubt, the President’s support has been fundamental to the success of KIMEP.



Alumni Success

KIMEP and Kazakhstan flourished together during the first decade of the 21st century, and the institute's nearly 8,000 alumni are quickly becoming the next generation of Kazakhstan's leaders. This distinguished group includes the Deputy Chairman of the Board at Kazyna Capital Management, the President of the Kazakhstan Press Club, the President

"Everyone at KIMEP was truly dedicated to the mission of excellent education that could be integrated on an international model. My year spent there was very rewarding."

Winn Davis, American Councils Kazakh language grant student, 2010-2011, Savannah, Georgia, United States of America

of Kazinform, the Vice President of Air Astana and the Head of Risk Management at the Kazakhstan Stock Exchange, along with the senior executives of many international companies in Kazakhstan, including PricewaterhouseCoopers, Ernst and Young, KPMG, Proctor and Gamble, Siemens, and Lactalis – Food Master. This thriving, self-sustaining network of civil servants, businesspeople and entrepreneurs is driving the development of Kazakhstan, and they will continue to do so long into the future. KIMEP graduates enjoy excellent employment prospects, with compensation far above the national norm.

A World-Class Campus

KIMEP has a world-class campus located in the heart of Almaty, in which 1.9 billion KZT has been invested since its privatization in 2000. This asset for Kazakhstan, with world-class teaching technologies in modern classrooms, offices and study spaces, combined with a state-of-the-art library, sports center and Executive Education Center in which thousands of professionals update their skills each year, has been funded entirely from the income of the Institute, with no need for state subsidies. It is the intent of KIMEP's president, Chan Young Bang, to return this asset to the people of Kazakhstan via a non-profit foundation that will hold KIMEP and its assets in trust for the people of the Republic in perpetuity.

A Unique Institution Contributing to the Development of the Republic

KIMEP is a unique academic institution within Kazakhstan that has made a remarkable contribution to the development of the Republic. This fact deserves recognition. Fulfilling the vision of President Nazarbayev, KIMEP provides an education following the American credit system, teaching almost all classes in English and offering students the opportunity to work with a strong contingent of international professors with



terminal degrees from leading Western universities. KIMEP students have an unprecedented amount of freedom on campus, choosing their own courses, schedules and professors. KIMEP possesses a unique institutional culture, based on core values of integrity, transparency, democratic decision making, and meticulous care for the well-being of students, faculty and staff. And KIMEP is also the only academic institute in Central Asia to receive level II (regional) accreditation from the Asian Forum on Business Education, putting it two to four years from receiving the “gold standard” of global business school accreditation – AACSB and EQUIS.

KIMEP’s unique qualities have allowed it to make four fundamental contributions to the development of the Republic of Kazakhstan, which will only intensify in the coming future.

The Foundation for International Business

First, KIMEP has been instrumental in developing Almaty as an international business center. The city’s financial community, in particular the Big Four accounting firms and major banks, depend heavily on KIMEP for human capital. The majority of their employees have some experience at the Institute, at the undergraduate or graduate level, or in the

“KIMEP was the first step in broadening my horizons. [...] I met a lot of brilliant and talented people there. KIMEP taught me a lot, but most importantly, it taught me to work hard to make my goals achievable.”

Alla Nigay, MPA 1996, Audit Partner, KPMG Audit

numerous professional development programs. This significant concentration of talent has led many international companies to maintain their headquarters in Almaty, helping the city to transform itself into the financial center of Central Asia. Graduates of KIMEP are in high demand, with almost all of them entering employment immediately after graduation, with significantly higher compensation than the national average.

A Gateway to the World

Second, KIMEP has made significant efforts to establish strong connections with the international academic community. In twenty years, thousands of foreign students and professors have visited Kazakhstan thanks to KIMEP’s extensive outreach programs. They have brought a variety of new skills to this country, which have substantially impacted KIMEP and directly led to the growth of the economy of Kazakhstan. Moreover,



their extremely positive experience at KIMEP encourages them to praise Kazakhstan once they return home, which helps attract more foreigners to visit this country.

At the same time, thousands of young Kazakhstanis have used KIMEP as a gateway to the rest of the world, participating in exchange programs, traveling with clubs and teams, and winning scholarships to continue their studies abroad. Each of these exceptional students is a goodwill ambassador for Kazakhstan, making friends with the many people whom they encounter while abroad and teaching them about this great country. While abroad, they

“KIMEP was recommended to us for our exchange programs by the Singapore Ministry of Foreign Affairs. Students’ feedback is excellent both ways and shows that they develop close ties with their classmates while on exchange, and deeply appreciate getting to know the host country.”

Isabelle Malique-Park, PhD, Head of International Relations, Singapore Management University, Singapore

are exposed to cultures, ideas and beliefs that are not common in Kazakhstan, and they have returned to the country with expanded horizons and skills to apply to the development of their country.

Leading By Example in Higher Education

And third, KIMEP’s distinguishing features rest on the foundation of its world-class academic programs, which are widely recognized as Kazakhstan’s most innovative and unique. Throughout its history, KIMEP has led by example, encouraging change within the education system and helping other universities adopt global best practices. KIMEP is the first academic institute in Kazakhstan to adopt the North American credit system, and it is the first to utilize an online registration system for its students. The latter was recognized as a completely new technology by the Ministry of Justice’s Intelligence Rights Committee, which granted KIMEP a patent. KIMEP is also a pioneer in English education, and its MA in TESOL program remains Kazakhstan’s most prestigious and rigorous program for English teachers. These innovations are being shared throughout Kazakhstan, as the Institute’s administrators and faculty travel throughout the country, offering consultation and leading training seminars.

This document is divided into four sections, which explore the preceding themes in further detail. They are:

KIMEP’s many unique features, including its core values, institutional culture, system of governance, facilities and administrative processes



KIMEP's key major contributions to the Republic of Kazakhstan, and to the development of the international business community in Almaty

How KIMEP is building connections to the international community, increasing Kazakhstan's reputation abroad and attracting top foreign talent here

KIMEP's cutting edge academic programs, which form the foundation of the remainder of KIMEP's unique features and offer an example of the extremely unique value provided by KIMEP

Over the last twenty years, KIMEP has emerged as a remarkable institution that has transformed the system of higher education in Kazakhstan and benefited the country greatly. No doubt, the Institute is very close to achieving world-class status in the near future.

“KIMEP is a modern, international standard business school, which gave me a brilliant education...
KIMEP alumni set a high standard for all of the business community in Kazakhstan.”

BAKHTIYAR BATYRBEK, BSC, 2005
DIRECTOR OF KAZAKHSTAN FUNDS DEPARTMENT
KAZYNA CAPITAL MANAGEMENT



KIMEP IS A UNIQUE INSTITUTION



CREATING LEADING PROFESSIONALS SINCE 1992

20
YEARS





KIMEP is a unique institution in Central Asia

KIMEP is a special institution for a variety of reasons, but four particular factors distinguish it from all other institutions of higher education in Kazakhstan. First and foremost, it has a distinct and well-defined organizational culture, which is based on explicit core values. This culture influences all aspects of life at the Institute and it affects students, faculty and staff in many important ways.

“KIMEP is home for a whole generation of modern professionals in accounting, finance, investments and other business professions. Over time, I realize more and more the benefits of the education and degree obtained at KIMEP.”

Borisbiy Zhangurazov, MA 1999, Deputy Chairman of the Executive Board, Kazyna Capital Management

Second, KIMEP follows a uniquely democratic governance system that no other university in the world possesses. KIMEP administrators thrive on collaboration, and the Institute seeks broad input on all key decisions. Working in task forces and committees of faculty, staff and students allows for a level of transparency that is unmatched by any other university in the world. As the NEASC accreditation task force remarked in 2005, KIMEP is the most transparent organization that they had ever visited.

Third, KIMEP’s facilities, all of which have been developed without any cost to the government, remain the most advanced and cutting edge educational resource within Kazakhstan. KIMEP students are provided with a learning environment comparable to those of leading Western universities, while paying significantly lower fees than their counterparts abroad. This invaluable public resource will continue to benefit the people of Kazakhstan for many years to come.

And fourth, KIMEP’s administrative processes embody the Institute’s core values and unique culture. With a continual focus on efficiency and flexibility, KIMEP’s staff provides highly-valued services to the Institute’s students, making their needs the top priority while regularly making incremental improvements across the organization. KIMEP’s admissions, financial aid and registration systems are some of the most advanced in Central Asia, and they have a proven history of innovation that has substantially benefited many other Kazakhstani institutions.



A student-centered culture based on key core values

KIMEP offers students more than just an education. It offers a unique experience derived from its special institutional culture. As KIMEP's president, Dr. Bang, wrote in May 2010,

"KIMEP is not simply selling education. We are selling a culture. This culture is based on openness, transparency and integrity. Respect and honesty is a prerequisite in all that we do, particularly in our meticulous care for the well-being of students."

"It is professionally invigorating to be associated with KIMEP, which represents the best of the Kazakhstani culture and growth. Visiting KIMEP students tend to be among the best performers in our classes when here on exchange."

**James Reardon, PhD, Chair and Professor
Marketing Department, Global Programs
Director, Monfort College of Business,
University of Northern Colorado, Greeley,
Colorado, United States of America**

Over the last twenty years, KIMEP has built an entirely unique academic system through efforts to create a culture focused on student success, developing the quality of its faculty, staff, systems and products to maximize student success. These factors are codified in a set of fundamental core values that inform every action that KIMEP makes as an organization. These core values are:

We value the well-being of our students, faculty, and staff.

We encourage personal and professional development in an environment of collegiality and trust.

We value quality in our education programs and research activities.

We value the holistic development of our students, instilling in them a questioning spirit and the ability and desire to learn throughout life.

We value our responsibility to develop the future leaders of society who will embrace the highest ethical standards.

We value the creation, application, and dissemination of knowledge in a culture that fully supports the freedom of inquiry and speech.

We value fairness and integrity and will not tolerate favoritism, nepotism or corruption.

We value open, honest communications and transparent and accountable decision-making.



We value partnerships with our community, including the parents of our students, business, government, and non-governmental organizations, within the Republic of Kazakhstan and throughout the world.

We value the high reputation of our Institute in the Republic of Kazakhstan and beyond, and also its important contribution to the growth of society.

We value all people both within and outside our organization, regardless of their nationality, religion, gender or other factors not related to the purposes of the Institution.

Core values are the building blocks of developing a “student-centered culture.” This was specifically defined in September 2011 in a supplement to KIMEP’s newly released strategy, which took these values and established a clear set of expectations for all of KIMEP’s stakeholders. As the document explains:

“In order to deliver a world-class institute, KIMEP needs to re-emphasize, or at times re-set, the **expectations** that the Institute has of its key stakeholders. In order for the Institute to function sustainably at the level that we seek, **each individual must strive to improve and deliver quality**. All elements are interlinked. We cannot achieve excellence in isolation.”

All KIMEP systems and employees are focused on meticulous care for students, in and out of the classroom. KIMEP has a responsibility to ensure that the precious years spent in higher education are the best experience possible for its students. All employees, up to and including the most senior managers, have an open door to students to discuss their concerns. The foundation for all communications is mutual respect.

“KIMEP provides education according to internationally accepted standards, and endows its students with excellent English language abilities. KIMEP is our strategic partner in the whole region, and we are confident that our cooperation will continue to develop.”

Dr. Franz Hubert, Dean of the School of Business and Economics, Humboldt University, Berlin, Germany

KIMEP students also receive a world-class advising program that begins the moment when they enter the Institute and extends throughout their studies. Students develop meaningful relationships with a highly experienced team of professional student advisers who assist students in understanding KIMEP’s academic program, develop a personal schedule and course load, choose a major and plan a career after KIMEP. This is a unique, personal system that few HEIs in the world provide as effectively.



Furthermore, all operations are characterized by an insistence on the utmost integrity. No KIMEP student has ever been admitted based on connections or wealth. Every KIMEP graduate has earned their diploma the right way – by studying hard and achieving in the classroom. KIMEP has zero tolerance of corruption in any form. If any irregularities are identified, the strongest possible action is taken. This is the ethical foundation for all operations, and KIMEP’s academic programs instill a strong ethical foundation in its graduates.

“We have collaborated with KIMEP for a long time. KIMEP graduates are distinguished by their fluent command of the English language, responsible attitude, punctuality, devotion to detail, and timeliness. KIMEP students are all around world-class, professionally and personally.”

Check Point Central Asia

Transparency goes hand in hand with integrity. KIMEP publishes all of its financial records, many of them online, and they are always available to members of the KIMEP community for review. Moreover, these records are audited by an international auditing company to ensure the highest standards and the accuracy of all data presented. KIMEP also publishes all of its academic policies and regulations in a variety of sources. Students are informed about the nature of KIMEP’s academic programs and the rules that they must follow as students long before they enter the Institute. Each new edition of KIMEP’s catalog is made available online to students and their parents, so that they can access it at any time.

This culture took many years to develop, and it is a strong foundation upon which KIMEP will be able to build. It informs every aspect of the administrative process at the Institute, and it shapes the educational experience in a powerful way. It is the result of the contribution of thousands of different people, both from Kazakhstan and abroad, and with the support of Kazakhstan’s government, it will be the key feature that allows KIMEP to achieve world-class status in the near future.

A Democratic Governance System that Values Broad Input

As a private joint-stock company, KIMEP possesses a governance system that is significantly different from other Kazakhstani universities. The Institute’s top governing body is its independent Board of Trustees, which is comprised of leading academics and public figures from around the world. They are responsible for making sure that KIMEP continues to act in the best interest of the public. To do so, they formulate the specifics of the Institute’s mission, establishing policies to enable it to fulfill this mission and seeing that



these policies are carried out. The Board is also responsible for making key decisions relating to the strategic development of KIMEP, the utilization of up-to-date international educational technologies, and the development of research activities and international academic collaboration.

Day-to-day affairs are led by KIMEP's Executive Committee, which draws its members from every academic department and administrative division. This broad collection of individuals makes sure that all of KIMEP's institutional interests are considered when decisions are made, and decisions can only be reached by consensus. It's a process built around

"KIMEP students are bright and highly engaged in the classroom, and the staff and administrative support are outstanding and solicitous. I would recommend KIMEP to any student or professor, foreign or Kazakhstani."

**Mark Kretovics, PhD, Associate Professor,
Kent State University, Kent, Ohio, USA**

dialogue and trust, demanding that knowledge and information continually move throughout the Institute and inform all processes. The Executive Committee is mirrored within all administrative departments and academic units, all of which are based around collaborative decision making and continued sharing of information.

Most importantly, KIMEP is a student-driven institution. To make sure that their needs are heard, students are guaranteed at least 30 percent representation on all key managerial committees, a remarkable feature for any academic institute. This includes the KIMEP disciplinary committee, budget committee and tender committee. This key factor is entirely unique within the CIS, and students have an enormous level of involvement in the management of the Institute that is hard to find anywhere else in the world. KIMEP does not adjust tuition costs without consultation with students on their needs and the future development of the Institute, nor does it enter into any major contractual agreement with an external company without their support. As a non-profit organization, all of KIMEP's revenue goes to improving educational services. KIMEP exists to serve the needs of students. Openness about how their money is spent is essential to this commitment.

Moreover, students have a clear say in the direction that their academic programs take. KIMEP is currently in the process of establishing internal student advisory committees for all of its degree programs. They will give students a forum to express their concerns about current course offerings, and students will also be able to share their vision of the future of the program with senior administrators. These formal lines of communication are supported by informal lines of communication created in KIMEP's student mentorship



programs, where students are given the opportunity to speak with faculty directly about challenges that they face at KIMEP and their plans for the future.

While students' needs always come first, KIMEP is also actively involved in receiving feedback from other stakeholders. Within the next year, all academic programs will be supported by external advisory committees, giving insight on industry's needs and the

"I chose KIMEP because it offers internationally recognized education in Central Asia."

Alexandra Kolesnichenko, BSS IR-1, from Tashkent, Uzbekistan

quality of KIMEP's graduates. The business community is also involved with KIMEP through its Leader's Forum – a collection of outstanding Kazakhstanis who promote KIMEP's Leadership Development Program. Many distinguished guests actively participate in the classroom. They give guest lectures and lead entire courses, as is the case with KIMEP's advanced accounting class on International Financial Standards, which is led by two partners from the firm Ernst & Young.

KIMEP's insistence on democratic decision making and transparency is also visible in its strategic planning process. This year's strategic plan is the result of extensive consultation and internal review involving faculty and administrators from all areas of the Institute. A forecasting model was developed alongside this strategy. This allows the Institute to model decision impacts. Throughout the process, decisions were data and consensus-driven.

KIMEP has established ten task forces guided by its three vice presidents. Their first assignment was to develop a costed action plan and timeframe for implementation of each goal. These were combined into a master action plan. At the end of each semester, a review report will be submitted to the President and published. At each board meeting, a progress report will be submitted. This broad diffusion of responsibility encourages faculty and staff to take ownership of the change that they are delivering.

To maximize transparency, KIMEP has published the entire process online. Faculty and staff involved in the task forces have a log to publish all recent activity, online groups to discuss pressing issues and a task list to notify them of upcoming deadlines. Furthermore, the entire schedule of the strategic process has been published on this site, giving all interested parties a clear sense of the timeline on which this process will be completed. As the task forces complete their review of operations and offer recommendations, all



documents will be made public, giving the KIMEP community the opportunity to review and comment on the process every step of the way.

At the same time, all administrative operations are specifically designed to have several checks and reviews during implementation, making transparency a procedural value as much as a personal one. In all dealings with students, processes are completed through teams, rather than in isolation, following explicit and publicly available rules and guidelines.

“The excellent preparation that KIMEP provides for its students is reflected in the efficiency and the quality of their performance in the workforce. We look forward to continuing this mutually advantageous cooperation with KIMEP.”

HSBC Kazakhstan

Decisions concerning student complaints, admissions, academic review, grading, graduation and financial aid all involve multi-level considerations, with each step recorded in committee minutes or logged in the registration system itself. This allows for institutional monitoring of all processes, making it possible for any member of the KIMEP community to understand fully the reasoning behind key decisions.

It is important to reiterate that KIMEP is the only academic institution in Kazakhstan that operates in this fashion, and the unique level of student governance sets KIMEP apart from all other universities in the world. This deserves formal recognition, and it is something from which many other universities around the world could benefit as they seek to become focused on the needs of their students.

World-Class Facilities Unmatched within Central Asia

For more than a decade, KIMEP has regularly made substantial investments in its teaching and learning facilities, which now provide it with one of the most modern and beautiful campuses in Central Asia. At the same time, KIMEP has taken great strides to maintain the original campus that it was granted in 1992. Many of the buildings have historical importance to the city of Almaty, as they represent the country’s long commitment to higher education and personal aspiration.

All told, KIMEP has invested 1.9 billion KZT over the last decade. These strategic expenditures have granted Kazakhstan a unique and valuable public asset, which the country received at zero cost to the state. Several of these renovations are particularly notable:



In 2002, KIMEP invested 62 million KZT to reconstruct academic buildings.

In 2004, KIMEP reconstructed its College of Continuing Education (now the Executive Education Center), Registrar's office, Great Hall and Fun Club with a total investment of 152 million KZT.

In 2006, KIMEP finished construction of its new library. All told, 278 million KZT was spent during this project.

In 2007, KIMEP unveiled its completely reconstructed Language Center. The Institute invested 45 million KZT in this facility.

In 2008, the New Academic Building opened, after two years of construction, an extensive project that cost 851 million KZT.

In 2010, KIMEP finished reconstruction of its Sports Center, providing students with a world-class athletic facility, a first for a Kazakhstani academic institute. To renovate the center, KIMEP invested 131 million KZT.

These significant capital projects have been complemented by equally substantial investments in information technology. Without a doubt, KIMEP is one of the most technologically advanced campuses in Kazakhstan. Its students, faculty and staff have access to a wealth of different tools. Currently, there are

"In Korea, KIMEP has an unequalled reputation as the best university in Central Asia. I am impressed by the level of education and by the modern facilities."

DaeHoon "Daniel" Lee, exchange student, Seoul, Republic of Korea

1,430 computers at KIMEP. Of these, 421 are located in one of KIMEP's 17 computer labs, and an additional 80 computers are available in KIMEP's library and language lab. This gives KIMEP a student to computer ratio of 6.8, which is half of what it was only five years ago. On campus, KIMEP also has 504 printers, 29 scanners, 40 photo, video and web cameras, 90 projectors, and 20 servers, all of which were acquired over that last several years.

All computers available to students have access to the internet, which is provided through a fiber optic line with a total bandwidth of 20 Mbps. This connection is divided amongst three different kinds of resources: 7Mbps is used to connect all computers in offices; 10Mbps is used for students' computers in labs; and 3Mbps is available for maintaining KIMEP's web presence and videoconferencing. Moreover, wireless connections are available in all 20 of KIMEP's study rooms, along with three other locations on campus. This



entire system is supported by a certified Category 5 local area network, the leading industry standard throughout the world.

While this technology is substantial in its own right, KIMEP has built up this infrastructure specifically to support the students' learning experience. KIMEP's classrooms are equipped with LCD projectors, interactive boards and computers, which allows the institute's professors to use multimedia presentations, connect to file servers, present electronic materials and refer to the internet during

"Many KIMEP graduates have come to work at our company, and many of our more senior employees have benefitted from the MBA program. We believe that the high quality of KIMEP's programs lays the foundations for its graduates to have successful careers in our company."

Chevron MunaiGaz

lectures. To enrich classes and provide real world experience, the multimedia lab in the Department of Journalism and Mass Communications gives students all of the necessary tools to design their own publications and create unique graphics. Students interested in television and radio also have access to an editing studio, where they can record material and create clips.

Outside of the classroom, students also have access to extensive technological resources. The multimedia lab in the library provides opportunities to research multimedia materials stored on databases throughout the world. With more than 70 computers available to students, it is arguably the most technologically advanced facility of its kind in Central Asia. KIMEP's language laboratory incorporates technology into students' acquisition of English, and the Executive Education Center on campus allows for simultaneous translation and videoconferencing. Finally, KIMEP provides access to a number of conference halls equipped with all of the necessary hardware to run multimedia presentations.

These resources are regularly made available to the external community, as KIMEP often hosts events like BarCamp, a conference on new media and journalism; Insights into Development, a series of seminars for NGOs; and TedX, a speaker series featuring leaders in business and civil society. Many other KIMEP partners – including IREX, American Councils, and the American Chamber of Commerce – regularly use KIMEP's facilities to host their events. KIMEP allows these external partners to use its facilities free of charge, greatly enhancing public life in Almaty and expanding the number of educational and cultural events for its citizens.



KIMEP also uses information technology to enrich students' lives in a variety of other ways, making it easier for them to access information and communicate with other members of the KIMEP community. Currently in the middle of a complete overhaul of its communications infrastructure, KIMEP will launch a suite of applications in January of 2012 using Google Apps for education. This email, collaboration and web-publishing system complements many facilities already available to students, such as a classroom materials server that can be accessed off campus and individual storage spaces. It will strongly support KIMEP's Executive MBA program, which uses a distance learning platform to deliver a portion of its materials, and it will complement KIMEP's plans to add a Microsoft IT academy on campus to provide technology training to students.

In concert, this wide array of resources gives KIMEP students the unique opportunity to develop important skills that will benefit them throughout the academic year. By integrating technology into the educational experience and focusing on key capital improvements that will directly benefit students' well-being, KIMEP is using its world-class resources in a fashion completely

"A KIMEP education gave me an opportunity to open a door to an international career in private equity and to continue enhancing my education in leading Western Universities (McGill University in Canada and the University of Amsterdam)."

Talgat Kukenov, MBA 1995, Managing Partner, Aureos Central Asia Fund

unique in Central Asia. They are tightly integrated into students' daily lives, making them perfectly comfortable with the leading technology and ready to enter any workplace around the world.

Innovative Registration Systems Delivering Recognizable Value

KIMEP introduced a North American-style credit system in 2001 to support the new undergraduate programs that it launched in 1999, making it the first academic institution in Central Asia to deploy this kind of registration system. The project has been a remarkable success, with an immediate impact on course variety, scheduling and student control. The credit system provided students with new opportunities to major, minor and double major within an original and custom-tailored degree program. KIMEP's credit system also made it possible to have wide array of courses available to its undergraduate students.

This expanded the skill base of KIMEP graduates substantially, making them employable in a wide variety of industries, regardless of their major. For example, KIMEP's journalism graduates regularly enter the private sector as PR professionals, while many graduates of business programs become civil servants working in

government or NGOs. No other Kazakhstani academic institute features such a wide variety of choices within its academic programs and extensive opportunities for specialization.

The creation of KIMEP's credit system was accompanied by the launch of Kazakhstan's first on-line registration system in the fall of 2000 and the creation of Kazakhstan's first modern registrar's office. It would have been impossible to administer the credit system through the manual registration process prevalent throughout Kazakhstan at the time, and no other academic institution in Kazakhstan had any experience in offering students a large number of

"KIMEP is the most amazing student community that has lasted forever. No matter where we are in the world, we keep together. Today it is so much fun to collaborate with KIMEP alumni while working on real-life projects with the outcomes that can bring real change into the world."

Mariya Glebova-Barnes, BSS 2004 and MPA 2005, Managing Partner, Tayniy Sovetnik Ogilvy PR Central Asia

choices within their academic program. The introduction of KIMEP's Management Information & Student Data System (MI&SDS) dramatically simplified administration of the process, quickly becoming one of the most cost-effective, intelligent and demonstrably successful projects in KIMEP's history.

The development of KIMEP's unique registration system increased the nation's capacity for information technology-driven development. At the same time, it made an immediate impact on the higher education system of Kazakhstan, encouraging the majority of other Kazakhstani HEIs to adopt similar registration systems, while providing a new generation of highly skilled academic administrators. Enrollment staff trained by KIMEP currently hold positions at Nazarbayev University in Astana, Columbia University in the United States and Trinity College in the United Kingdom. A former employee of KIMEP's enrollment office also played a key role in the deployment of the database system currently used by Procter and Gamble Kazakhstan.

KIMEP is the only Central Asian member of Association of Collegiate Registrars and Admissions Officers, a nonprofit, voluntary, and professional association with 10,000 higher education admissions and registration professionals from 2,600 institutions and agencies in the United States and in 28 other countries around the world. KIMEP has been a member since 2007. During a visit in 2011, representatives of this organization pointed out that KIMEP's student information system is an excellent model of a home-grown system, and represents the leading edge of student recruitment and retention efforts.

A Holistic View of the Admissions Process

Along with Kazakhstan’s most advanced registration system, KIMEP is also privileged to have one of Kazakhstan’s most comprehensive and innovative admissions processes. While it utilizes technology in a fashion similar to the Registrar’s Office, KIMEP’s offices of undergraduate and graduate admissions emphasize two key values that differentiate the Institute from all other HEIs in Kazakhstan. KIMEP’s admissions process offers equal access to all students in Kazakhstan, and it employs a holistic view of all

“The University of Glasgow has a high regard for the quality of teaching and research at KIMEP, and fully accepts KIMEP’s credits as part of our double degree program. KIMEP is also a key player in the Erasmus Mundus Consortium. The University of Glasgow highly values its academic cooperation with KIMEP and is proud to be associated with this institution.”

Dr. Clare McManus, Director of the Centre for Russian, Central, and East European Studies, The University of Glasgow

applicants to identify future leaders. This process takes many personal factors into account, and it embraces the idea that successful students often have many talents outside of the classroom.

While complying with requirements provided by the Ministry of Education and Science, KIMEP has expanded the scope of its review of applicants to include additional personal qualities like ambition, hard work and communication skills, specifically targeting students who exhibit KIMEP’s core values in their daily lives. The Institute accomplishes this task by reviewing high school transcripts and requesting personal essays from students, believing that good writing and critical thinking skills are defining traits of future leaders. This practice is common in America’s Ivy League and other elite universities around the world, and KIMEP will continue to promote the development of these skills in high schools throughout the country.

By reviewing personal transcripts and working with high school teachers and administrators, KIMEP has further integrated itself into the greater Kazakhstani system of education. For these efforts, KIMEP has received considerable praise from the staff of local high schools. Through this holistic admissions approach, the Institute also contributes to the fulfillment of goals in the State Program of Education Development, which specifically focuses on person-oriented practices.

By embracing student-centered administrative processes KIMEP is able to deliver its services more effectively, while setting an example to other universities in Kazakhstan. These practices characterize all of the top universities in the world, and they represent standards towards which the entire education system of Kazakhstan aspires. It also shows how KIMEP can remain unique while fully supporting Kazakhstan’s

development goals, contributing to this country’s development through leadership, innovation and continued community outreach.

Financial Aid – Providing Access on Merit

Most prominently, KIMEP promotes equal access through its comprehensive financial aid program. Combined with donations from external sponsors, KIMEP has more than 4 million USD of aid available to students this academic year. This represents a fifty percent increase in the amount of aid provided students over the previous year, and it makes KIMEP far and away the largest private sponsor of higher education in Kazakhstan. As KIMEP’s commitment to financial aid has materially increased over the last several years, the Institute has also witnessed a similar increase in the number of students receiving support. Currently, thirty-five percent of KIMEP’s student body receives some form of financial support. The Institute expects this percentage to grow even more in the next coming years.

Figure 1: Total Financial Aid Provided by KIMEP and its Partners

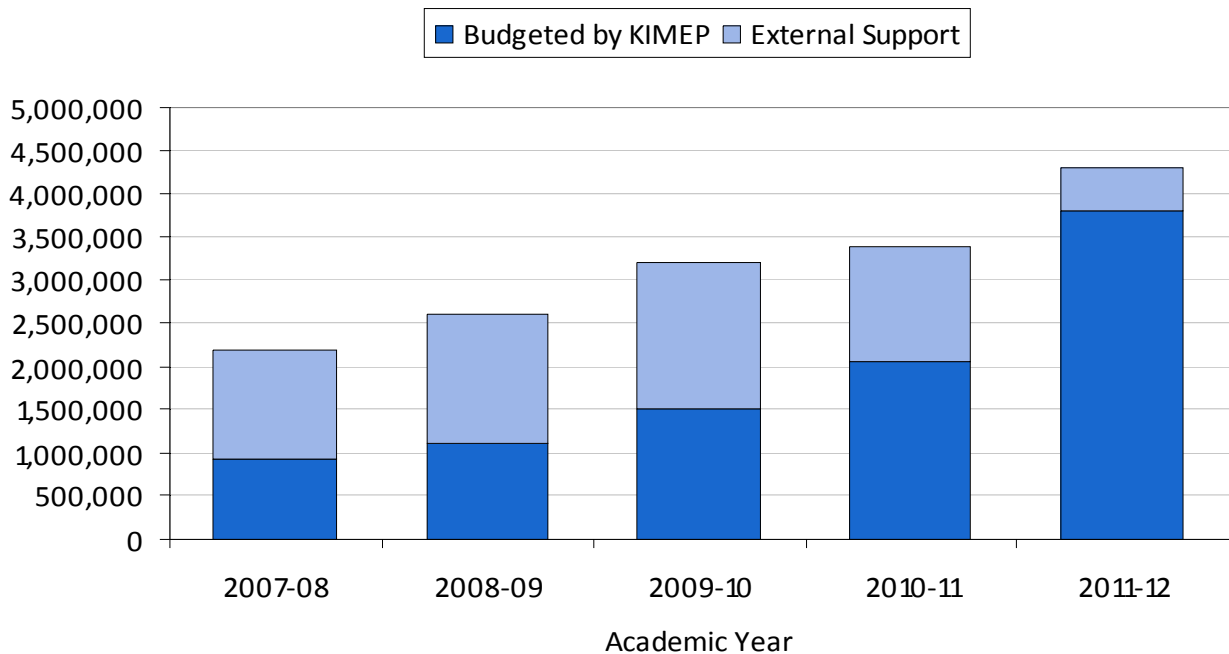
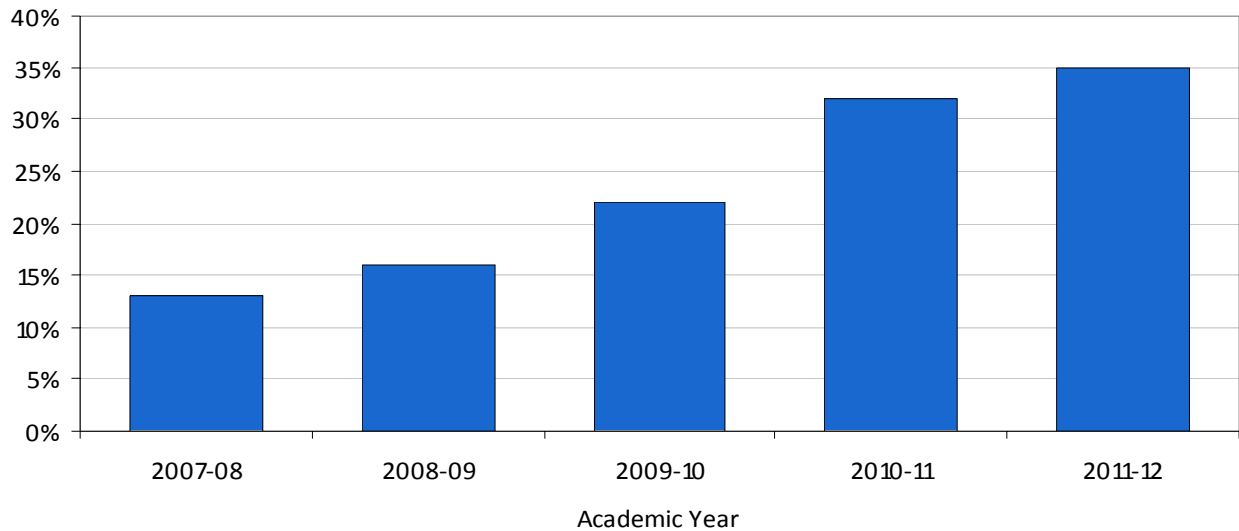


Figure 2: Percentage of Student Body Receiving Financial Support



KIMEP also acknowledges that students sometimes have limited opportunities to learn English in high schools, which is especially true for students from outside of major cities. To help provide equal access for these students, KIMEP has introduced a series of Foundation English Courses in order to offer a comprehensive English education to students before they enter KIMEP’s academic programs. In this manner, KIMEP helps fulfill the President of Kazakhstan’s national strategic goal for the development of English skills. As he stated during his 2011 message to the nation, Kazakhstani higher education institutions must “ensure that 20% of population will acquire English language skills by 2020.” These skills will give students access to the global information super highway, helping integrate Kazakhstan into the world arena.

“KIMEP created a tremendous opportunity to expand my career perspectives at the right time. I met outstanding people in KIMEP, the level of my classmates was very high. I am grateful to KIMEP, and I believe my classmates are as well, for such a positive impact on our country.”

DANA INKARBEKOVA, MBA, 1995
ASSURANCE PARTNER, PRICEWATERHOUSECOOPERS



DEVELOPING A BUSINESS CENTER



CREATING LEADING PROFESSIONALS SINCE 1992

20
YEARS



KIMEP is at the Heart of a Developing International Business Center

Over the past 20 years, KIMEP has played an indispensable role in developing Almaty as a major international business center. The Big Four accounting firms predominantly rely on KIMEP for human capital. The majority of their employees have pursued

“KIMEP provides world-class education that helps its student to get internships and jobs in the most prestigious companies.”

Rustam Vahobov, BSc-1, from Atyrau

undergraduate, graduate or professional development studies at KIMEP. A recent survey of prominent KIMEP graduates found that 81% of the Institute’s outstanding alumni reside and work in Almaty. Thirty-one percent of graduates are employed in finance, followed by 22% in the service industry. This significant concentration of talent has led many international companies to maintain their headquarters in Almaty, helping the city transform itself into Central Asia’s financial center. KIMEP alumni occupy top positions in nearly every leading financial institution and bank throughout the city. Several examples include:

Chief Financial Officer, HSBC Bank: Irina Turaliyeva, MA 1997

Audit Partners, KPMG: Assel Khairova, MPA 1996 and Alla Nigay, MPA 1996

Deputy Chairman of the Board of Directors, BTA Bank: Berik Otemurat, Bachelor of Business Administration, 2003

Deputy CEO, Eurasian bank: Valery Dordjiyev, MBA 1995

Managing Director – Member of the Board, Development Bank of Kazakhstan: Mirzhan Karakulov, Bachelor of Economics, 2004

Vice-President, Air Astana: Galina Umarova, MPA 2000

Regional Director, Group 4S Kazakhstan: Timur Uzbekhanov, MBA 1994

Director, Visor Capital LLP: Sanzhar Kozybayev, MA 1999

Audit Partner, ACCA, Certified Auditor of the Republic of Kazakhstan, PWC: Dana Inkarbekova, MBA 1995

KIMEP boasts the highest rate of career placement of any institute in Kazakhstan, with over 90% job placement within three months of graduation. In terms of salary, the majority of KIMEP alumni secure

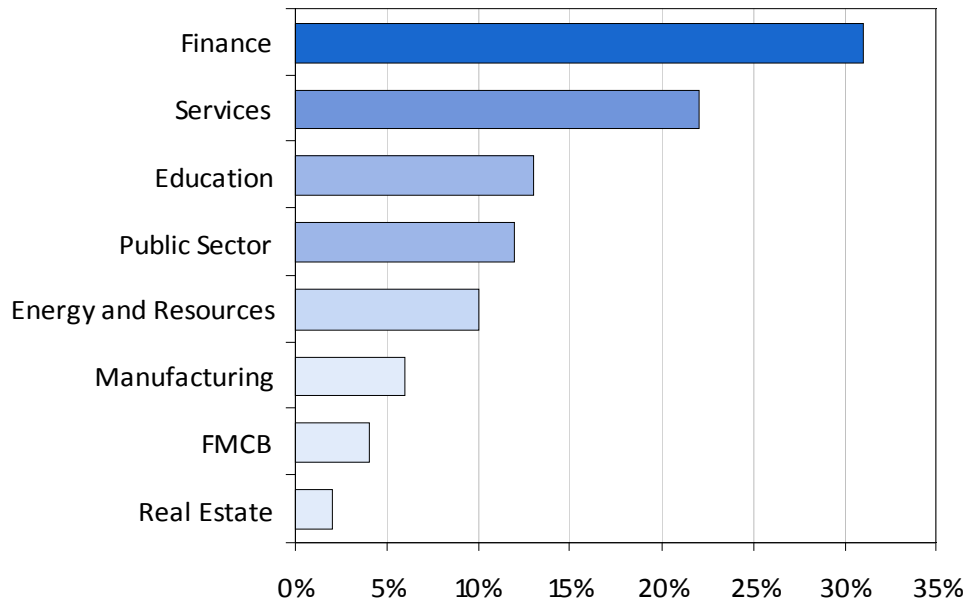


starting salaries well above the national average as calculated by the Statistical Agency of the Republic of Kazakhstan.

Figure 3: Starting salaries of KIMEP graduates compared against national average, 2007-2010

Graduation year	2007	2008	2009	2010
National average salary level, USD	428	503	459	526
% of KIMEP graduates' salaries above national average	92.86	78.79	85.49	67.53
% of KIMEP graduates' salaries below national average	0.65	4.55	--	7.79
not possible to determine	6.49	16.67	14.51	24.68

Figure 4: The Most Successful KIMEP Alumni, by Industry



“Strong business means a strong state.” President Nazarbayev, 2011 State of the Nation Address



KIMEP graduates take key roles in the development and diversification of Kazakhstan's economy. The entrepreneurial spirit cultivated at KIMEP has led one fifth of KIMEP's senior alumni to become successful founders of their own businesses. Eighty percent of senior graduates operating in manufacturing have set up their own production units. The Institute prepares professionals for an array of industries; in addition to finance and service, alumni can be found in education, the public sector, energy and resources, manufacturing, and real estate. They successfully manage funds, international companies, private businesses, state agencies and NGOs.

At the ministerial level, KIMEP alumni contribute to the work of the Kazakhstani public sector dealing with finance, foreign affairs, economy, education, and budget planning. KIMEP graduate Alikhan Smailov (1996) is Chairman of the Agency of Statistics of the Republic of Kazakhstan. The Director of International Relations at Samruk Kazyna, Timur Umurzakov, graduated from KIMEP in 1999. Erkin Rakhimbergenov

"In my opinion, KIMEP is the number one education and research institution of Kazakhstan, and one of the best in the region. KIMEP gave me the golden ticket at the start of my career as I grasped the ideas of independence, teamwork and continuous self-development."

Rustam Karagoishin, BSc 2004, Managing Director, Member of the Board, DBK Leasing

(1998) is the director of the Astana city Department of Control and Social Protection of the Population under the Ministry of Labor. These are just several examples of thousands of KIMEP alumni holding prominent positions in Kazakhstan.

KIMEP Alumni in the Work Place

In two separate surveys, one administered in 2007 and another from 2011, Kazakhstani employers have shown high regard for the KIMEP alumni that they employ. While not perfectly meeting expectations, KIMEP graduates received very high ratings across a wide array of categories, showing a slight improvement between 2007 and 2011. This slight increase was also supported by a significant growth in positive comments from employers. In 2011, 38.3 percent of comments received during the survey were positive. This is three times as large as the number of positive comments received in 2007.

KIMEP graduates excel in fields that employers find valuable. In particular, KIMEP students have strong interpersonal skills, which are the most important to employers. In both surveys, KIMEP students received top marks for their computer skills, ability to learn, English language proficiency and professional attitude.

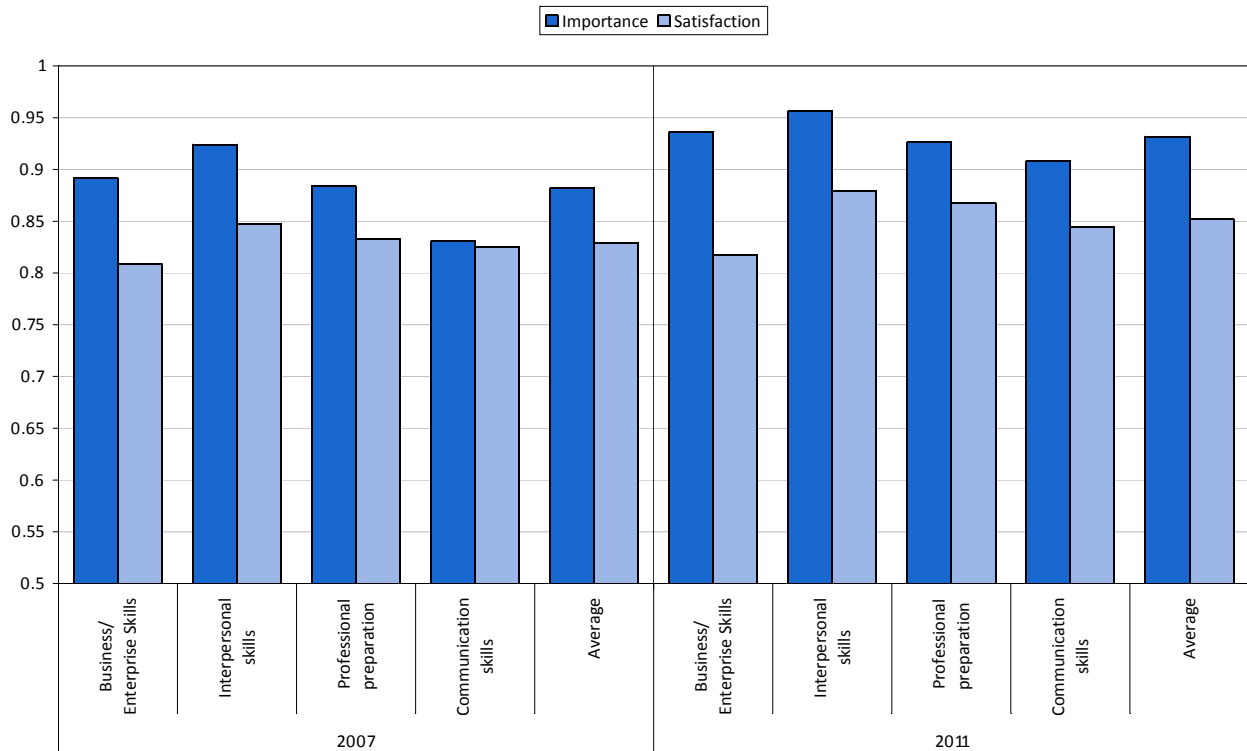
CREATING LEADING PROFESSIONALS SINCE 1992

20
YEARS



The final factor was also singled out by employers as one of the most important qualities for an applicant to have.

Figure 5: Assessment of KIMEP Graduates



The high ratings of KIMEP graduates translates directly into their salaries as well, with KIMEP graduates reporting starting salaries in a recent survey that were 22 percent higher than their peers. This gap widened during employment, and the current salaries of KIMEP graduates in the survey were, on average, 53 percent higher than those of graduates from other universities.

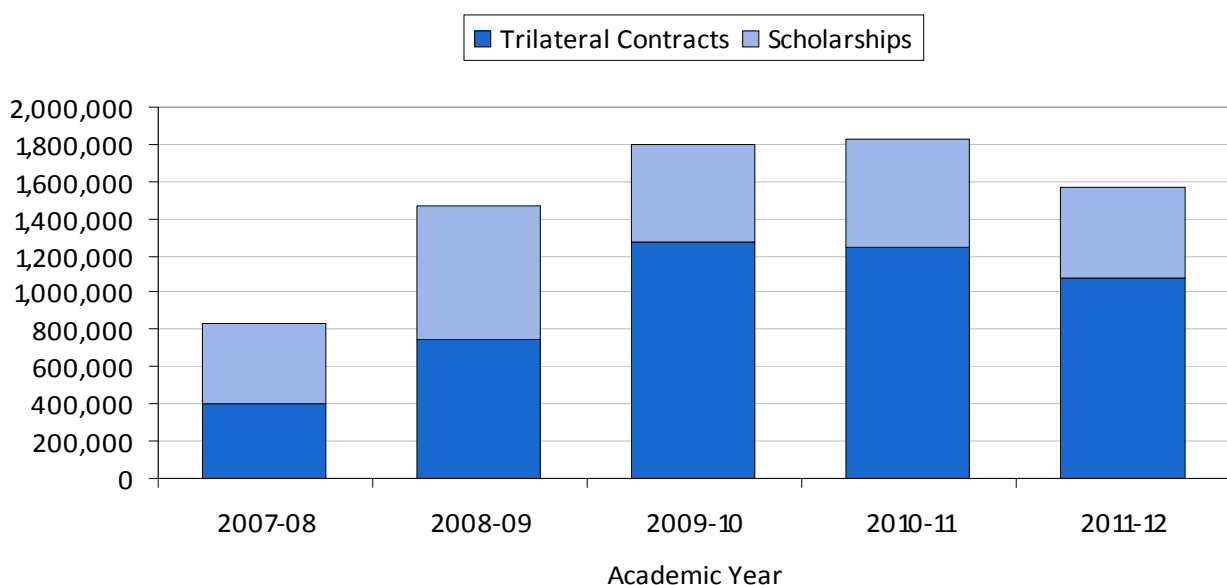
Corporate Connections: Prosperous Partnerships with the Business Community

KIMEP provides the resources, talents, and tools that Kazakhstan requires to reach its goal of becoming one of the world’s 50 most competitive economies by 2015. The Institute’s demonstrated commitment to entrepreneurship and sustainable prosperity position KIMEP as an ideal strategic partner for local and international companies, international foundations, NGOs and government agencies. The American Chamber of Commerce in Kazakhstan draws from KIMEP Professor Tomas Balco’s expertise to chair the tax working groups in Almaty, Astana and Atyrau. AmCham Executive Directory Doris Bradbury notes that “many staff at our 200 corporate members are KIMEP graduates. They bring a broad range of specialized skills and solid academic knowledge acquired at KIMEP to their employers in Kazakhstan.”

The BOTA Foundation, Kazakhstan’s largest independent not-for-profit NGO, consulted extensively with KIMEP as it formulated its program management strategies. Executive Director Aaron Bornstein notes that “KIMEP graduates...contribute every day to our mission of improving the lives of children and youth in Kazakhstan. I am impressed by their professionalism, enthusiasm, strong work ethic and managerial skills.” The US Central Asian Education Foundation has chosen KIMEP as its lead partner institute in Kazakhstan to fulfill its mission of encouraging and assisting development and growth of a vibrant open-market private business sector in Central Asia. To date, the Foundation has invested over 1 million USD since 2007 into students’ education and faculty development programs at KIMEP.

KIMEP partners with external stakeholders to ensure that the next generation of Central Asian leaders has access to quality education, as well as the skills necessary to help solve societal challenges and make a positive contribution to the business world. Companies and foundations enrich KIMEP through their institutional and scholarship support. Working with the corporate community, KIMEP has secured scholarship funding for over 650 students and concluded trilateral contracts between companies, students and KIMEP for nearly 700 students. From 2007-2012, KIMEP’s external partners have provided 2.7 million USD in scholarships and 4.75 million USD in trilateral contracts in support for KIMEP students.

Figure 6: Aid Provided by External Sponsors, in USD, 2007-2012





The corporate community is a regular presence on campus that enriches KIMEP significantly. Companies sponsor and are involved in KIMEP graduation, attend research conferences and symposia, and regularly act as guest speakers in KIMEP classes. In this way, KIMEP maintains a unique connectivity to the corporate community.

Providing Opportunities for further Professional Development

Since 1994, the Executive Education Center (EEC) of KIMEP has offered dynamic programs that allow professionals to further upgrade their skills and gain a competitive edge in the labor market. As part of the Institute’s commitment to lifelong learning, the EEC addresses this need for further skill development

“We believe that the quality of KIMEP’s education, the level of its teaching, and its dedication to preparing students for the workforce has allowed many of its graduates to build successful careers at our company.”

Kazakhtelecom

through two separate tracks. First, it provides a range of opportunities for middle managers and experienced professionals to come to KIMEP to receive focused training in a flexible format that suits their schedules. This wide array of offerings includes a market-leading Executive MBA, professional development programs, language courses and regular roundtables on issues facing the Kazakhstani business community.

The EEC also works closely with partners to ensure that they have access to programs that are specifically tailored to meet their particular needs. This makes the EEC an excellent platform for companies, NGOs and governmental bodies wishing to acquire the necessary tools and global knowledge to adapt to meet rapidly changing market opportunities.

For example, from 2005 – 2006, the EEC collaborated with the Eurasia Foundation and USAID to establish a Leadership Learning Center for American Energy Services, a global leader in the production of industrial valves. Using facilities provided by the Kazakh-American Free University in Ust-Kamenogorsk, KIMEP trained 650 mid to senior level managers. The project was so successful that the center has become a permanent institution, continuing to offer targeted trainings and opportunities for professional development. It is just one example of how the EEC serves Kazakhstan by supporting professional capacity building and providing various forums for the exchange of ideas and information.



A similar success story is demonstrated by the launch of the International Institute of Banking (IIB) in 1994, the first major initiative of the EEC funded by USAID. This is the only USAID banking training project that has become self-sustainable, and it trained 2,200 bankers during its initial two-year run. The success of IIB encouraged KIMEP to engage in further outreach to the financial sector, and many successful programs followed. All told, the EEC has trained 4,014 Kazakhstani bankers since 1994, along with an additional 192 from other parts of the CIS, giving them access to intensive training sessions led by experienced Western financial professionals. Without a doubt, the experience that these professionals gained at the EEC has directly contributed to the reform and explosive growth of Kazakhstan’s banking sector over the last twenty years, which has transformed Almaty into a regional hub for financial services.

The EEC has also made a considerable contribution to the development of Kazakhstan’s booming oil and gas industry. In 1996, the Natural Resource Executive Management Training Program (NREMTP) was established, funded by the Canadian International

“KIMEP offers excellent professors, interesting student activities, and the chance to perfect my English.”

Zafar Aberkulov, BAE-1, from Shymkent

Development Agency (CIDA) and implemented jointly by KIMEP and McGill University. More than 1,000 professionals in the oil, gas, and mining sectors have participated in trainings offered by KIMEP, teaching them essential skills such as total quality management, human resources development, petroleum project evaluation and contract law for natural resource companies. More than 80 companies were involved in this project, ensuring that these skills were shared throughout the industry.

In these projects and many others, the EEC has provided targeted training to 10,897 professionals from 193 entities during its history. This includes 34 banks, nine government departments, a variety of UN agencies and various NGOs.

The EEC also plays a critical role in delivering KIMEP’s Executive MBA. Following an initial program designed specifically for Food Master that finished in 2004, the EEC helped design an open Executive MBA that accepts any mid-level manager with at least five years’ experience. This program began in 2007. Since then, 25 students have graduated from this program, and another 49 are currently enrolled. Based on the success of the program, KIMEP has expanded its offering, beginning a new Russian-language Executive MBA in 2010 that uses a unique distance learning platform for its students. The EEC has been recognized by Almaty’s international business community for its efforts in developing the program. In 2009, during



Kazakhstan's first Lawyers, Academics and Consultants Awards, KIMEP's MBA and Executive MBA programs were both recognized as the best in Kazakhstan.

The KIMEP Advanced Management Program (AMP) ran in EEC in 2006 and 2007. The sessions were specifically structured for senior level business and government executives as networking and learning opportunities. Speakers at the program included:

Kairat Mazhibayev – President of the Resmi Group of Companies

Askar Sembin – President of the Development Bank of KZ

Timur Zhaksylykov – Director-General of the Institute of Economic Research of the Ministry of Economics and Budget Planning of the Republic of Kazakhstan

Gosman Amrin – Chairman of the Board, National Innovation Fund

Maxat Kabashev – Deputy Chairman of the Board, National Innovation Fund

Sofia Aisagaliyeva – Executive Director, Forum of Entrepreneurs of Kazakhstan

Dejan Djordjevic – General Manager, Hyatt International

Ward Jones – Tax Partner, KPMG

The EEC also benefits the local business community through several free forums. The KIMEP HR Club, established in 2009, is a bimonthly roundtable that serves as a discussion forum and networking platform for HR professionals. In 2010, KIMEP delivered its first International Human Resources Conference, focusing on "Training for Superior Results." There were 78 participants from 23 different companies in Kazakhstan, Kyrgyzstan, and Russia. KIMEP's Navigator Marketing Club serves similar a role for marketing professionals.

Through the EEC, KIMEP is able to make a sustained improvement in the professional skills base of the Republic. Anyone at any stage of their career can access this resource to gain additional qualifications, benefiting themselves, their companies and the community at large. KIMEP is also in the midst of establishing key partnerships with some of Almaty's largest professional service firms to deliver other international professional qualifications, including PwC, Grata Law Firm and ATF Bank, which will push the EEC into the forefront of executive education, making it an invaluable resource for the Republic of Kazakhstan.

“KIMEP as a school gave me a lot: a high-end economics and business education, the ability to speak business English, and the chance to interact with business people around the globe.”

ILSHAT KHALIT, MA, 1998
DIRECTOR
OIL TRADE CENTER



BRIDGES TO THE GLOBAL COMMUNITY



CREATING LEADING PROFESSIONALS SINCE 1992

20
YEARS





KIMEP Helps Build Bridges to the International Community

Internationalization is a core feature of KIMEP's operations and a critical part of the Institute's contribution to the development of a positive international profile for the Republic. Furthermore, it is a fundamental element in the Institute's ability to deliver its mission of providing Kazakhstani students with an education that meets the standards of the

"KIMEP has impressed me with the quality of academics and the friendliness of its students. It also gave me the chance to study in Kazakhstan, which I have found to be a wonderful and impressive country."

Astri Knudsen, MCs in Political Economy, BI Norwegian Business School, Oslo, Norway, on exchange at KIMEP during fall 2011

best Western universities. KIMEP has made further internationalization one of the Institute's top objectives in its current strategic plan. The Institute recognizes that becoming world-class and bringing the global community to KIMEP are fundamentally intertwined.

To fulfill this goal, KIMEP has undertaken four important processes. First, KIMEP builds meaningful bilateral relationships with foreign universities. Second, KIMEP uses these partnership agreements to provide its students with the unique opportunity of studying abroad for one to two semesters. Third, KIMEP hosts a strong contingent of international students from all over the world, bringing diversity and excitement to campus. And finally, as noted above, KIMEP is pursuing accreditation for all of its academic programs through internationally recognized and widely reputed accrediting bodies.

KIMEP's continuing drive for further internationalization benefits Kazakhstan in a variety of ways. By attracting a diverse group of highly-qualified researchers, professors and academic administrators, KIMEP is able to serve as a gateway for the spread of new theoretical concepts and skills throughout the country. At the same time, by giving its students the opportunity to study abroad, KIMEP helps to expose Kazakhstan's youth to a variety of different cultures, traditions and beliefs, increasing their awareness of the international community and their ability to adapt to the challenges presented by the global economy.

An Exemplary Model for Institution Building with International Staff

KIMEP provides a clear model of how to internationalize inside of Kazakhstan, giving greater opportunities to students while enriching academic programs and administrative processes. As noted previously, it is a well known fact that the Institute recruits highly qualified administrators and professors from abroad.

These highly visible academics are largely responsible for KIMEP’s public image and reputation for high quality degree programs. Over the last four academic years, KIMEP has annually brought in an average of 23 foreign professors. All are qualified and demonstrate significant achievement within their fields. They are supported by a strong contingent of international administrators, who are actively engaged in developing KIMEP’s institutional capabilities.

KIMEP places several key responsibilities on its international faculty and staff, which set it apart from all other Central Asian universities. KIMEP’s foreign professors are expected to engage continually in institution building. While these professors’ tenure is time limited, the programs, majors and research centers that they form at KIMEP outlast them. The Executive MBA is a particular example. While it was

“KIMEP has given me excellent education and taught me how to thrive in the wider world. I am particularly grateful for the opportunity to do an exchange at Kyung Hee University in Korea, where I could share our culture with others.”

Bekzhan Fariza, president of Amanat, an organization that introduces Kazakh culture to foreign students

originally started by foreign faculty members, it is now managed by a team of Kazakhstani nationals, who have the capacity and skills to continue running the program long into the future.

Second, KIMEP is unique in that its international faculty are actively engaged in training Kazakhstanis to achieve terminal qualifications to carry on the programs when they leave. Twenty-seven junior faculty are currently working towards achieving a terminal qualification at KIMEP.

International Education of KIMEP Students

KIMEP currently has 75 active bilateral partnerships with leading universities all over the world – 32 of which are ranked in the top 500 best universities in the world. This includes distinguished academic institutions like:

EM Strasbourg Business School, France

IESEG School of Management, Catholic University of Lille, France

Humboldt University of Berlin, Germany

Private University of Applied Sciences, Goettingen, Germany

University of Seoul, South Korea



Cass Business School, City University London, UK

University of Glasgow, UK

California State University at Long Beach, USA

University of San Francisco, USA

Lund University, Sweden

University of Ljubljana, Slovenia

University of Northern Colorado, USA

Arnhem Business School, HAN University of Applied Science, the Netherlands

Stockholm School of Economics in Riga, Latvia

University of Applied Sciences Upper Austria, School of Management, Steyr, Austria

BI Norwegian Business School

Yonsei University, Korea

In addition, KIMEP is part of several consortia with 27 European and 25 Kazakhstani and Central Asian universities in the context of the Erasmus Mundus scholarship program, which gives students from KIMEP, other universities in Kazakhstan and in the other Central Asian countries opportunities to study for a short or long periods at the partner universities. All told, the program has provided more than 1 million USD in stipends and scholarships for KIMEP students to study abroad.

As a result of receiving a Western-style, English language education at KIMEP, KIMEP students are fully qualified to study abroad as exchange students with one of KIMEP's partner universities. The number of KIMEP students studying abroad for one or two semesters at one of KIMEP's international partner universities has grown rapidly from 30 in the 2005 – 2006 Academic Year to more than 145 in 2010 – 2011. One in eight KIMEP students will study on exchange for a semester by the time that they complete their undergraduate education at KIMEP. These students return to Kazakhstan with their knowledge and understanding of the world and other cultures greatly enhanced. At the same time, they represent Kazakhstan as goodwill ambassadors in their host universities, making friends and raising awareness among the many people whom they encounter while abroad.

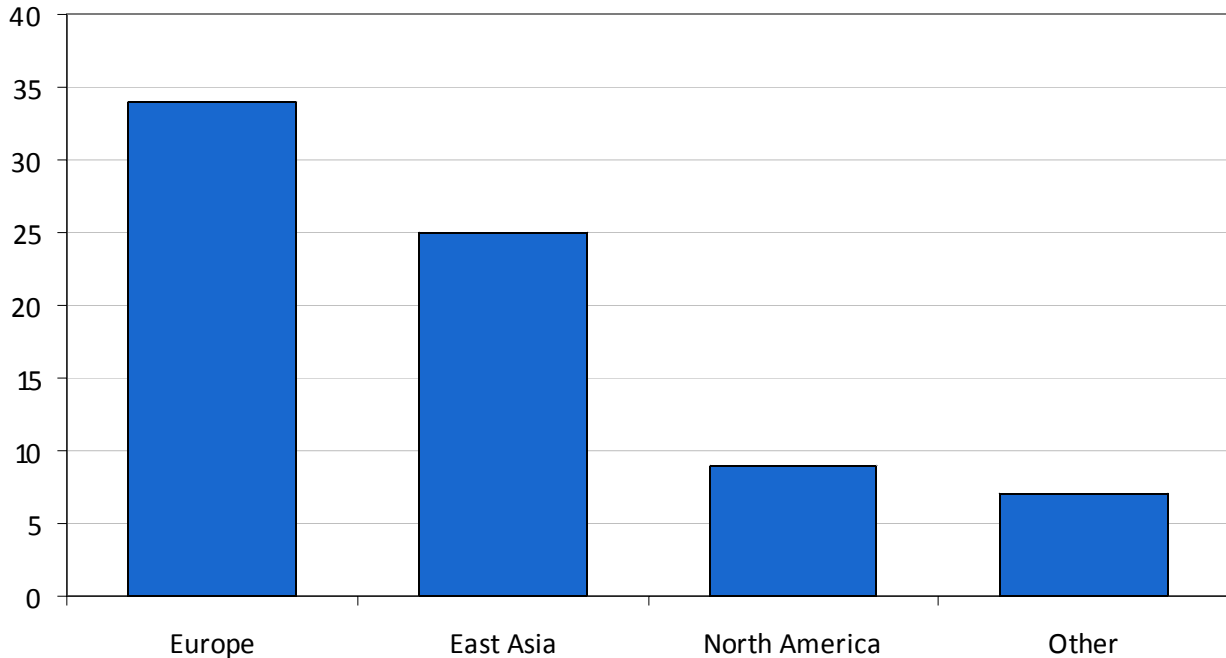


Figure 7: Regional Spread of International Partner Universities

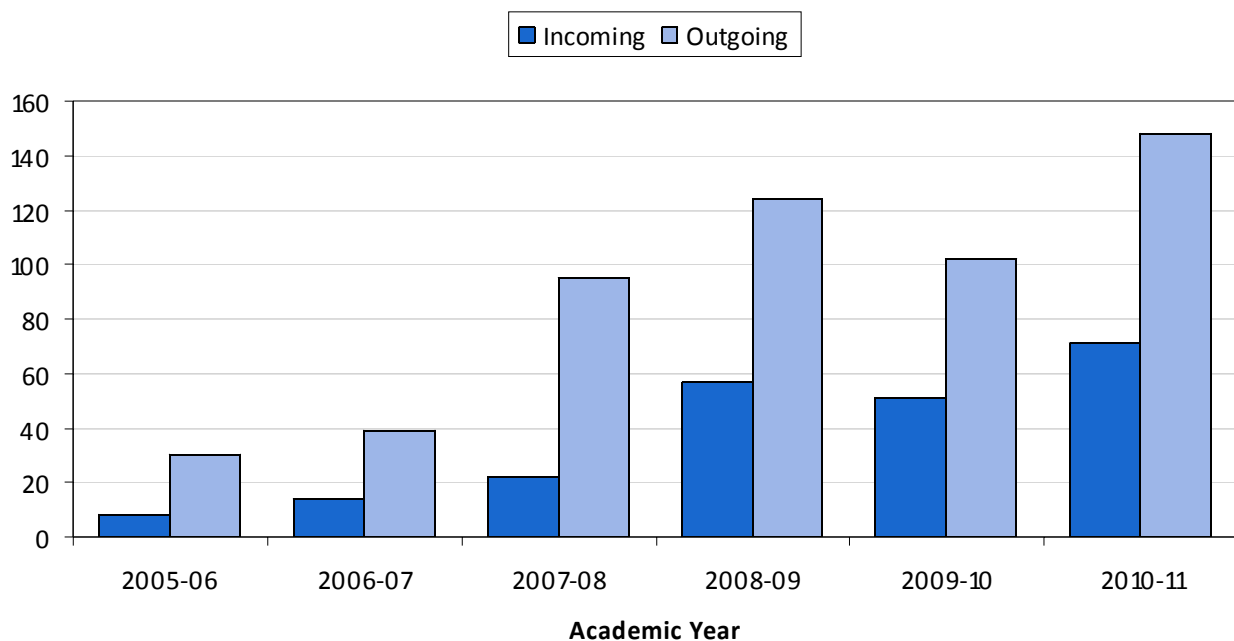
In the last two years, KIMEP has signed double degree agreements with three leading European universities and business schools:

- double MA Economics with Humboldt University of Berlin, Germany
- double Master in International Relations with University of Glasgow, UK
- double MBA-MIB with IESEG School of Management, Catholic University of Lille, France

Complementing KIMEP’s longstanding dual degree master’s program with the University of San Francisco, these double degree programs are equal partnerships between KIMEP and the partner universities. Each university is responsible for its part of the double program, and credits are transferred back and forth between the two institutions. This is quite different from franchise agreements (which are more common in Kazakhstan), where the academic responsibility mainly lies with the international partner university. This academic year, KIMEP expects to conclude at least 4 more double degree agreements.

KIMEP also prepares its undergraduate and graduate students for international postgraduate study, thereby enabling Kazakhstani young people to earn postgraduate degrees from internally renowned universities. KIMEP’s graduates have had significant success in winning Bolashak and Muskie scholarships for international postgraduate study at the doctoral level. They have been accepted into doctoral programs at Cambridge University and the University of Maastricht, and into master's degree programs at numerous Western universities, including the Universities of Barcelona, Bergen, Birmingham, Humboldt, and Manchester.

Figure 8: Incoming and Outgoing Student Exchanges

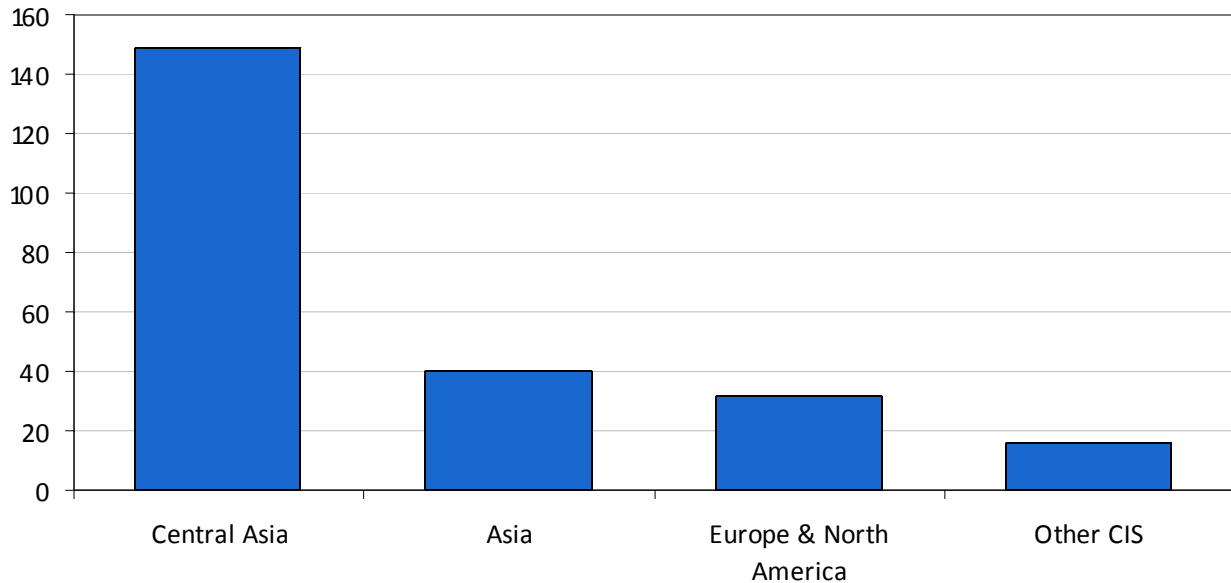


Recruitment of International Students to study in Kazakhstan

In the current academic year, more than 235 international students are studying at KIMEP. Most of these students are degree students and most students come from the Central Asian countries and Korea. This academic year, KIMEP initiated a new undergraduate scholarship program for students from the other Central Asian countries, in which 100 students from the other four Central Asian countries will receive scholarships of full tuition and a living allowance. This program, which over the course of the 2011-2012 academic will represent an investment of more than \$780,000 dollars, enables these students and Kazakhstani students to meet and learn from each other, developing international friendships that will

enrich their lives, improve relationships among the countries' citizens, and lead to the development of cross-border business and other forms of cooperation.

Figure 9: International Students by Region – Fall 2011



KIMEP also attracts postgraduate and undergraduate exchange students from universities around the world, including Germany, Greece, Italy, Sweden, the United Kingdom and the United States, who wish to undertake field research on Kazakhstan and Central Asia. The number of students from international partner universities who study at KIMEP for one or two semesters has grown quickly from less than 10 in academic year 2005-2006 to more than 70 in academic year 2010-2011. The presence of these students in KIMEP classes enriches our students' appreciation of international postgraduate opportunities and deepens the knowledge of the visiting students about Kazakhstan and Central Asia.

“KIMEP gives the best education that one can get in Kazakhstan, the best basis for future understanding of the most important business principles and market economy.”

**MERUYERT BAFINA, MPA, 2002
ADVISOR TO THE CHAIRMAN
KAZENERGY ASSOCIATION**



A LEADER IN KAZAKHSTANI EDUCATION



CREATING LEADING PROFESSIONALS SINCE 1992

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KIMEP is Driving Change in the Kazakhstani Education System through Innovative Leadership

Since its founding in 1992, KIMEP has been a leader in the creation of innovative academic programs and curricula. This sustained commitment to improvement has been instrumental in the education of a generation of young Kazakhstani leaders, who have

“Students from KIMEP are highly welcome at Corvinus University. We hope to continue our successful partnership.”

**Dr. Zita Zoltay Paprika, Director,
International Study Programs Office**

contributed substantially to the economic, social and administrative development of the Republic. In addition, KIMEP has used its resources to provide training and expertise to other universities, governmental bodies, and the general public, developing a range of new education practices and skills. KIMEP’s continued innovation has paved the way for other major educational institutions in the country, and it continues to help administrators throughout Central Asia to further improve their schools, colleges and universities.

The reason that KIMEP has been so successful in providing opportunity to its students lies in the quality of its faculty. Combining an international faculty drawn from the global market with the best of Kazakhstan, KIMEP pays internationally competitive salaries, which has attracted a wide range of talent. KIMEP has the same salary scale for all faculty regardless of nationality, which ensures that it can attract and retain the best of the new generation of Western-trained Kazakhstani faculty. In parallel, KIMEP has invested millions of dollars in developing the qualifications of its own Kazakhstani faculty. A quality faculty has allowed the development of leading edge innovative curricula taught almost entirely in English, the international language of intercultural dialogue based on a strong ethical foundation, the development of critical thinking skills and a problem solving orientation. Backed by unrivalled library facilities, learning facilities, and academic support systems, and informed by a strong and growing research record, the faculty of KIMEP provide a unique educational experience that acts as a launch-pad for future success for our students.

This immense contribution has been recognized many times over, both within Kazakhstan and abroad.

In 2000, Chan Young Bang, the President of KIMEP, was recognized as an Honorable Worker of Education in Kazakhstan by the Ministry of Education and Science. This pin is given to workers with ten years of experience in Kazakhstan who have made considerable achievements in the field of education. This includes:



Implementation of active forms and methods of education into classes, knowledge control, and new interactive technologies to ensure independent and individualized learning process for students;

Merits in supervision of scientific and project design activities of students; for achievements in regional, republican, international educational, scientific and technological programs and projects;

Research of actual issues of education;

Merits in professional and scientific training and retraining of faculty and experts in the field of education;

Merits in development of educational literature and production of educational books, aids and equipment;

Merits in financial and operational activities, development and strengthening operational support facilities of educational organizations.

Dr. Bang was also awarded the Dostyk medal in 2003 by the government of Kazakhstan in recognition of KIMEP's "great contribution in the preparation of human capital for the market economy and the creation of unique education institution." And in 2004, KIMEP received the

"ATF Bank has a long and successful history of cooperation with KIMEP. This teamwork always has been and remains mutually advantageous and effective."

ATF Bank

Platinum Tarlan award in the field of Enlightenment, the highest level of independent award given in Kazakhstan. KIMEP remains the only institution of higher education in Kazakhstan to be awarded this prize.

The Bang College of Business was rated as one of the top 1,000 Colleges, out of 13,040 business schools worldwide, by the French rating agency Eduniversal. In 2011, the Bang College of Business at KIMEP was awarded Level 2 accreditation by the Asian Forum on Business Education, rating it as the equal of good business schools in the Asian region. KIMEP is at an advanced stage in achieving international program accreditations over the next three years for all of its programs and is in the process of achieving institutional accreditation in Kazakhstan.



Individual faculty members have been given high honors as well. Zhenis Kembayev, a professor in KIMEP's School of Law, was recognized in 2011 as Kazakhstan's best professor in the field of jurisprudence during *Daryndy Ustaz*, the first independent contest among Kazakhstani colleges and universities. Nurlan Orazalin was given the award for best Kazakhstani professor at the 2009 Lawyers, Academics and Consultants Awards. At the First Congress of Historians of Kazakhstan, Dr. Zhulduzbek Abylkhochin received a state award from the Ministry of Education and Science for his contributions to the development of the sciences in Kazakhstan. Francis Amagoh, an Associate Professor in the Department of Public Administration, received the Outstanding Paper Award at the 2010 Emerald Literati Network Awards for Excellence. The Emerald Publishing Group is one of the largest publishers of academic journals in the world, including globally leading journals in business and management. Many other professors at KIMEP have been recently recognized for their outstanding research contributions.

"KIMEP offers so much for a student interested in diplomacy. One of my proudest moments was representing Kazakhstan at the Harvard International Model United Nations. I also am grateful for the opportunity to do an internship at our parliament."

Assem Konkakova, BSS IR-3, from Astana, Kazakhstan

These awards confirm that KIMEP's unique academic programs adhere to a standard that is unparalleled in Central Asia. They demonstrate a tradition of excellence and leadership in Kazakhstan, upon which KIMEP will continue to build in the coming years.

Recruitment of International Faculty

The innovative curricula, teaching methods, course content and academic structure adopted by KIMEP have been made possible by the extraordinary faculty that KIMEP has recruited. KIMEP's faculty includes 88 professors with PhDs or other terminal degrees earned in Western universities and another 7 with Doctor of Sciences degrees awarded in Kazakhstan. KIMEP's professors, who come from Kazakhstan, the United States, and 22 other countries, constitute the largest number of Western-trained PhDs in all of the Central Asian countries and are highest concentration of Western-trained PhDs in the entire CIS.

In summer 2011, the second International Summer School (ISS) was organized at KIMEP, with 30 visiting faculty and 3 KIMEP faculty who taught 19 international students from the USA, Europe and Asia, 14 students from other universities in Kazakhstan and 526 KIMEP students. The visiting faculty came from



leading universities in the USA, Europe and Asia to teach at KIMEP during this program. Like KIMEP’s other international programs, the ISS has improved knowledge about Kazakhstan around the world, and has enabled students to develop lasting professional and personal relationships with the international professors and students in the program.

Development of National Capacity

In addition to recruiting international faculty with Western education, KIMEP has encouraged and assisted its lecturers who did not have doctoral degrees to obtain Western-style education through several modes: Externally Financed Doctoral Studies, Self-Financed Doctoral Studies and Internally Financed Doctoral

“I come from Kyrgyzstan, and was a bit nervous about leaving my family and friends. KIMEP has given me a supportive community and a first-rate education.”

Marina Poluyanova, BSc-1 –from Bishkek, Kyrgyzstan

Studies. Externally Financed Doctoral Studies involve junior members of the KIMEP faculty studying at foreign universities under the auspices of Erasmus Mundus program (for which KIMEP applied and received funding for 17 faculty and staff) or the Bolashak program. Presently, five College of Social Sciences and three Bang College of Business faculty members are completing their terminal degrees under these programs. The Erasmus Mundus funding obtained by KIMEP also has supported 8 faculty members for one to three month trainings, two faculty members for three to ten month post-doctorate training and one faculty member for a 10 month master’s program.

In the Self-Financed Doctoral Studies program, KIMEP has liberally granted study leaves of several years to lecturers who have not received external awards to earn their doctoral degrees to enable them to earn their doctoral degrees outside of Kazakhstan, and has guaranteed them teaching positions at the rank of Assistant Professor when they return. Currently six KIMEP lecturers are completing their doctoral degrees under this program.

Because not all lecturers were able to afford to go overseas to earn their doctoral degrees, and because there is a great need for more business professors with doctoral degrees in Kazakhstan, in 2006 KIMEP created its own Doctor in Business Administration program, taught by its best Western-trained professors. The Institute has paid for the entire cost of this education as an Internally-Financed Doctoral Studies program. To date, KIMEP has invested 2.8 million USD in this program. The DBA program allows the



students complete their doctoral course work and dissertations while teaching reduced numbers of courses in exchange for their tuition. Each semester, KIMEP allocates between 1.5 and 2 full time faculty positions to teach the DBA courses, and the faculty members enrolled in the program receive course reductions (while still receiving full salaries) equivalent to an additional 8.5 full-time teaching positions.

Two Kazakhstani students have already earned their doctoral degrees in this program, and another 17 doctoral students are currently completing their studies. All of them will be offered promotions by KIMEP to the rank of Assistant Professor when they graduate. These new professors will help to educate undergraduate and graduate students from throughout Kazakhstan and Central Asia for many years. In addition to assistance with terminal degrees, KIMEP partnered with Fairfield University on two summer workshops designed to introduce KIMEP faculty members to pedagogical innovations designed to improve teaching performance.

International Accreditation and Recognition of KIMEP programs

KIMEP is currently undergoing a rigorous process of international accreditation of each of its 15 academic programs. The Bang College of Business recently was awarded regional level accreditation by the Asian Forum for Business Education (AFBE), making it the first business program in Central Asia to receive this distinguished recognition. Additionally, the College is a member of AACSB International and is in the first stage of pursuing international accreditation by that association. AACSB represents the “gold standard” of international business education, accrediting the vast majority of the world’s leading business schools. The report provided to KIMEP by AFBE confirmed that BCB will be capable of achieving this standard within the next two to four years.

“At KIMEP, I met lots of interesting people and created a good network. As well, I improved my English to an advanced level and gained a good understanding of accounting and finance, which helped me to join Deloitte and later move to London.”

Anel Sagimbayeva, BSc 2006, International Marketing Officer, London School of Commerce



The Public Administration Department has been admitted as a member to the most preeminent international public administration associations, including the National Association of Schools of Public Affairs and Administration (NASPAA), the Network of Institutes and Schools of Public Administration in Central and Eastern Europe (NISPACEE), the Network of Asia-Pacific Schools and Institutes of Public Administration and Governance (NAPSIPAG), and the International Association of Schools and Institutes of Administration (IASIA). This program will begin the process of accreditation by the European Association for Public Administration Accreditation in January 2012.

All of KIMEP's programs will be reviewed for accreditation by the Austrian Agency for Quality Assurance during 2012-13, ensuring that all of its academic programs are recognized as meeting international standards. Having KIMEP ranked among the best institutions of higher education in the world will make Kazakhstan more attractive to global investors who, in turn, will create jobs for Kazakhstan's citizens.

KIMEP faculty and administrative staff already have substantial experience in international accreditation activities, and that knowledge will be enhanced during the next year of accreditation work. KIMEP is willing and ready to provide advice and assistance to other Kazakhstani universities as they also seek accreditation based on international standards. International accreditation of Kazakhstan's universities will assist Kazakhstan to achieving world recognition of its education system and the quality of its graduates, which in turn should increase the inflow of international funding directed towards business investment as well as research designed to improve social and economic conditions in Kazakhstan.

"The diversity of students and professors at KIMEP - who come from all around the world - makes this a unique and rewarding experience."

Ali Hamrayev, BAE-1, from Turkmenabat, Turkmenistan

The Economics Department of KIMEP has recently been accepted for membership in the international economics honor society Omicron Delta Epsilon (ODE). KIMEP is the only institution of higher education in Central Asia to be awarded this honor. Benefits of this membership include international recognition of KIMEP's scholarly achievements in economics, professional recognition by and relationships with members of chapters of ODE in other universities around the world, and eligibility to compete for awards for faculty and student research.

CREATING LEADING PROFESSIONALS SINCE 1992

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Last but not least, in response to Kazakhstan's new initiative to join the Bologna Process, KIMEP has been revising its curricular structure and developing new models of syllabi and learning outcomes that comply with European standards. KIMEP will be pleased to provide its expertise in this area to officials in the Ministry and in other universities.



Leading Edge Academic Programs

All of KIMEP's academic programs combine theoretical knowledge with practical skills, allowing its graduates to be fully prepared to enter the workforce in their chosen careers. Whether they find jobs in business, industry, government or non-profits, KIMEP's alumni are provided essential tools to meet the challenges of

the global economy. Their presence in the workforce of Kazakhstan has made it possible for many local companies to develop rapidly and for foreign companies to establish their primary regional operations in Kazakhstan, strengthening the diversification of the economy.

"We have worked extensively with KIMEP, and we would like to underline that it has highest qualifications. BankCenterCredit is always ready to co-operate with KIMEP."

BankCenterCredit

A Leader in Business Education

KIMEP's Bang College of Business (BCB) established Kazakhstan's first Master's in Business Administration (MBA) program in 1992. Over 1,600 students have graduated from the program. Almost 500 students graduated from KIMEP's Evening MBA program, which was taught in Russian. KIMEP's Executive MBA program, established in 2007, provides executives and managers the opportunity to earn their advanced degrees in business in weekend study without interrupting their careers. This program includes both cohorts whose language of instruction is English and cohorts whose language of instruction is Russian. In 2009, during Kazakhstan's first Lawyers, Academics and Consultants Awards, both KIMEP's MBA and Executive MBA programs were recognized as the best in Kazakhstan.

KIMEP's Bachelor of Science in Business Administration and Accounting (BSc) was established in 1999 and has graduated over 3,000 students. Most recently, BCB has added to its offerings by introducing Leadership and Professional Development and Tourism and Hospitality Management as majors and Taxation as a minor in its undergraduate program. These programs were developed to further strengthen KIMEP's position as the preferred source of workplace relevant employees by the international corporations operating in Kazakhstan. In 2011, the program in Accounting and Auditing was selected by the National Accreditation Center of the Ministry of Education and Science as the best in the country.

A Leader in Social Sciences Education

The College of Social Sciences at KIMEP also has been at the forefront of developing university-level education based on international standards since it was founded. In 1992, KIMEP established the first market based Economics program in Kazakhstan.

“KIMEP gives real education and real skills preparation for the real world.”

Umidjon Khashimov, BSc-3, from Tashkent, Uzbekistan

Almost 1,100 graduates have earned undergraduate or graduate degrees in Economics from KIMEP.

In response to a request by President Nazarbayev, KIMEP established a Master of Arts in Public Administration in 1994. In order to meet Kazakhstan’s growing need for trained public administrators, KIMEP established the Bachelor of Social Sciences in Public Administration in 2004. KIMEP’s graduate and undergraduate programs in Public Administration are the only programs in Kazakhstan that follow the Western model; 734 students have earned degrees in this program and are contributing to the administration and development of government, private and multinational companies in Kazakhstan. In 2009 and 2011, the Ministry of Education and Science officially recognized KIMEP’s Public Administration program as “the best public administration program” in the country. KIMEP’s Journalism programs were the first in Central Asia to adopt international standards of Journalism and Public Relations.

College of Social Science professors have provided their expertise to universities, business, and government throughout Kazakhstan. Professors from the Departments of Economics, Journalism and International Relations and Regional Studies have assisted and are currently assisting professors in other Kazakhstani universities to establish and improve their own academic programs. In the period before the Ministry of Education and Science established standards for such programs, KIMEP professors in International Relations and Economics traveled to several universities to conduct training programs on the development of curricula and courses, selection of teaching materials, preparation of examinations and assessments of students.



KIMEP Social Sciences professors regularly participate in conferences and seminars organized by other Kazakhstani universities, in order to continue to share their knowledge and experience, and they serve as supervisors and advisers of thesis and research projects of students at other universities in Kazakhstan. During the 2009-2010 academic year, professors of the Economics Department convened a series of meetings of professionals from numerous industries to discuss the important issues affecting the Kazakhstani economy. The Journalism and Mass Communications Department's professors annually sponsor conferences for hundreds of development communications specialists from throughout Kazakhstan. They also sponsor bi-weekly training programs for Almaty media professionals and weekly training programs for high school students interested in professional communication. In previous years, the department has provided free training for journalists in journalism and photojournalism.

A Leader in English Language Education

In 2007, KIMEP introduced a Master of Arts in Teaching English for Speakers of Other Languages (MA in TESOL). This innovative program, which was designed by a panel of Kazakhstani and international experts, combines top-quality academic research with ample scope for practical applications to the

"We are happy to be partners with KIMEP and we look forward to continuing the partnership for the years to come."

Lasse Damgaard Moller, International Advisor, Aarhus University, Denmark

classroom, curriculum development and ways of introducing international standards to the learning environment of Kazakhstan. In connection with the MA in TESOL program, KIMEP's Language Center has regularly convened conferences and seminars for the language teachers of Kazakhstan, such as a conference held in 2010 on language teaching methodology, which was attended by more than 100 teachers and professors from throughout the country. The Akimat of Almaty has recognized and commended the work of the KIMEP Language Center. KIMEP language teachers have also traveled around the country to present workshops and offer courses in professional development to language teachers and professors.

A Leader in Legal Education

Like the education programs established previously, KIMEP's Master in International Law, founded in 2009, and its newly-licensed Bachelor in Jurisprudence programs teach both knowledge-based competencies and



skills-based competencies. These programs integrate American legal professional concepts and courses into the teaching of Kazakhstani law, with the specific goal of training practice-ready lawyers, not just theoreticians in law.

Linking with the Business Community

In order to ensure that its teaching remains relevant to the needs of Kazakhstan, KIMEP has formed Advisory Boards, made up of executives in related industries for many of its academic programs. These Boards advise the departments and colleges on curricula, provide guest lectures, and accept interns in Business, Journalism, MA in TESOL, and Law.

“KIMEP students benefit from great academics and opportunities for professional and personal development, including a focus on leadership and critical thinking.”

Meruyert Idrissova, BSc-1, from Almaty, Kazakhstan

Leading Edge Teaching Methodologies

In addition to creating and educating students in innovative curricula, KIMEP has also introduced innovative teaching techniques into all of its programs. A KIMEP education emphasizes active learning by students. KIMEP students are taught and practice analysis, critical thinking, research and problem solving skills in all of their classes. The students who are educated in KIMEP’s academic programs thus gain both training in their professions and life-long learning skills that enable them to adapt to the rapid changes in Kazakhstan’s economic and social structures.

Teaching of Academic and English Language Skills: Supporting Kazakhstan’s Goal of Trilingual Citizens

KIMEP has further contributed to the development of an educated and able workforce in Kazakhstan through its emphasis on development of English language reading and writing skills. In KIMEP’s unique Academic Skills courses that are required for every undergraduate student, students learn academic speaking, listening, note taking, reading and writing. These skills are further developed in their other courses through class participation and through assigned writing activities and papers. The skills acquired by KIMEP graduates are highly valued by Kazakhstani employers, because these graduates are able to read, research and write effectively in English.



Virtually all of KIMEP's courses are taught in English. KIMEP provides Foundation English courses to undergraduate students whose English language skills are not yet sufficiently developed to enable them to participate in regular classes. After they enter the regular course curriculum, their English language skills are further developed in the four required Academic Skills courses and throughout the rest of their academic programs. KIMEP's nearly than 8,000 graduates therefore bring skills to Kazakhstani and international employers that are unequaled in the country; their English language skills enable them to communicate with the more than 25% of the world's population that speaks English as a first or second language, and to enter the world of commerce effectively, in which English is the primary language of communication. Often professionally fluent not only in English but in both Kazakh and Russian as well, KIMEP graduates are at the vanguard of Kazakhstan's goal of fostering a population fluent in all three languages by 2030.

Teaching of Ethics and Ethical Conduct

From the time of its founding, KIMEP has placed strong emphasis on the importance of ethics in all of its academic programs. KIMEP has ensured that students learn the ethical principles governing their professions both through lessons within many of their courses, and also through entire courses specifically dealing with ethical issues. This commitment to ethics

"We consider Kazakhstan to be a strong emerging market and KIMEP to be the premier university which will educate the future leaders of this exciting nation."

Susan Roth, Head of International Partnerships, Cass Business School, City University London

practice and training has contributed to the development in Kazakhstan of a work force that meets international standards for honest and open operations, thus further encouraging investment in Kazakhstan.

Parliamentary Internship

In 2004, KIMEP began an innovative internship program in which students travel to Astana for a three week internship with the institutions of the government of Kazakhstan. Over the past eight years, 335 graduate and undergraduate students have participated in this program, working in the Majilis, the Senate, and various ministries. Student interns attend sessions of the Senate and the Majilis, participate in debates and

observe how committees and task groups draft laws. Deputies from the Senate and Majilis of the Parliament have met with the students on numerous occasions. In addition, practical trainings have been conducted in the Administration of the President, the Constitutional Council, the Prime Minister's Office, the Agency for Civil Service Affairs and Samruk-Kazyna. This internship program has provided valuable experience to the students and deepened their understanding of the Government.

A Global Gateway for Research on Central Asia

KIMEP's academic programs have contributed to the development of Kazakhstan not only through the education of students but also through the original research conducted by its faculty members. KIMEP professors' fundamental and applied research and publications deal not only with issues affecting Kazakhstan and Central Asia, but also with issues

"I chose KIMEP for its quality Western-style education. It has been an incredible experience, and I am so excited that I was able to become editor-in-chief of the KIMEP Times, our student newspaper."

Aigerim Zhanarova, BSc-4, from Aktobe, Kazakhstan

affecting the rest of the world. KIMEP professors have published hundreds of scholarly articles and presented hundreds of academic papers focusing on Kazakhstani and Central Asian affairs. Since 2000, KIMEP has published the Central Asian Journal of Management, Economic and Social Research in which dozens of high-quality contributions on Kazakhstan and Central Asia have been published.

KIMEP has played a pioneering role in bringing Kazakhstani and Central Asian themes and issues to a worldwide English speaking audience, and has also promoted Kazakhstan-based and Kazakhstan-born researchers to the international academic community. KIMEP has been conducting, supporting, and disseminating research on Kazakhstan and Central Asia that has significantly contributed to awareness and understanding among the worldwide international community of topical issues regarding this country and region from the perspectives of:

Business (such as cross cultural marketing and management, exchange rate policy, and the local financial crisis)

Language (such as, applied linguistics and the sociology of language, Kazakh culture and history, and pedagogy and methodology)

Law (such as, family law, property law, and taxation law)

Social Sciences (such as, administrative reform and e-government, economic policy and development, new media and society, and politics and security in Central Asia)

KIMEP faculty members, through their research, thus have greatly enhanced the standing and image of Kazakhstan and its people in the eyes of the English-speaking academic world. In a real sense, they are ambassadors for the Republic.

KIMEP's faculty have been regularly recognized at conferences for their innovative and incisive research, building Kazakhstan's reputation as a home to outstanding academic work. Over the last year:

Drs. Gavin Kretzschmar and Mira Nurmakhanova received an award for the best paper presented at the Business and Social Science Research Conference in Dubai.

Dr. Golam Mostafa was recognized for his outstanding Economics paper during the 4th Asian Business Research Conference.

Professors Alma Alpeissova and Dilbar Gimranova were recognized at the 47th Annual MBAA International Conference in Chicago for the best paper in the Pharmacoconomics, Pharmaceutical Industry and Wellness Track.

Drs. Mujibul Haque and Sang Hoon Lee received the award for Best Paper in the Finance Track at the 2010 Asian Business Research Conference in Dhaka, Bangladesh.

The KIMEP Central Asian Studies Center (CASC) was launched in November 2010, and is directed by Dr. Nargis Kassenova of the College of Social Sciences' Department of International Relations and Regional Studies. It serves as a regional hub for research on Central Asia. CASC has organized a series of talks by prominent scholars and roundtables on political, economic, social, cultural and security developments in the region. CASC encourages both academic and policy-relevant discussions trying to contribute to the education of knowledgeable and responsible future leaders and citizens of the country. All CASC events are open to the general public and contribute to the exchange of ideas and experiences. The center promotes networking and closer ties between foreign and local researchers, policy makers, international organization representatives (various UN agencies and others) and the public.



The Central Asia Tax Research Center (CATRC) conducts original research, workshops and international conferences on tax issues affecting business in Kazakhstan and economic activity between companies in Kazakhstan and other countries. It is directed by Dr. Tomas Balco of the Bang College of Business. CATRC serves as a regional hub for tax knowledge, academic research and tax teaching in Central Asia. It also offers the opportunity to students to be involved in its activities, and therefore serves as a place where students can acquire practical experience combined with theoretical knowledge of tax law and tax practice. CATRC seeks to establish a network of tax experts and researchers from around Central Asia and the C.I.S. countries for the purpose of exchanging ideas on tax policy and developing practical solutions to tax matters, and recommending changes in tax legislation.

The Largest English-Language Library in Central Asia

Although the KIMEP Library was built and its collection was developed only through private funding and grants, in 1997, with the assistance of consultants from the US, the KIMEP Library became the first library in Kazakhstan to provide open access to everyone. The Library and its entire collection of books, journals, newspapers and electronic data bases are open to all members of the public free of charge. The Library is a valuable resource not only for KIMEP students and professors, but also to those from other universities, and to employees in companies, consulting firms and anyone else wishing to conduct research.

“KIMEP alumni are among the very best qualified members of our team. The quality of KIMEP’s education, its world class standards, and the multifaceted experience that it offers its students allow its graduates to become managers at our company immediately after finishing their degrees.”

Procter and Gamble Kazakhstan

The KIMEP Library is one of the largest academic libraries in Central Asia, with approximately 100,000 volumes and with electronic access to over 1 million journal and newspaper articles. The KIMEP library has the largest and newest collection of business administration resources in Central Asia. It offers 27 research databases, the largest number available in Central Asia. These include general education databases such as Master File and specialized databases such as Compustat for financial information on several hundred global companies. Since 2004, KIMEP has spent over 250 million KZT of its funds on books, over 37 million KZT on electronic resources, and more than 19 million KZT on print serials.



The Library collection is organized so that any student, teacher or researcher can find the necessary books and journals in the collection on his or her own or with the help of the librarians. Giving independence in research opportunities to the students prepares them for life-long learning, because after formal training they may still effectively pursue research required in their areas of work.

The KIMEP Library was one of the first in Kazakhstan to have an online public access catalog. From 1997 onward all the information on library books has been available to anyone on designated computer terminals, and access is now also available remotely to anyone with Internet access. This computer catalog has been upgraded several times so that it now allows access not only to the book, journal and newspaper collection that KIMEP has in hard copy, but in accordance with international standards also includes most of the books to which KIMEP has access through its electronic book database.

Student Life and Participation in Governance of KIMEP

KIMEP student life is rich and diverse. A significant number of students are attracted to KIMEP because of the high standard of extra-curricular activities that help students build their leadership and organizational skills, and prepare them for leadership in their professional and personal lives after graduation.

“My international relations classes at KIMEP are very interesting, and I am grateful for the opportunity to make a difference for my peers by serving as a student deputy for the College of Social Sciences.”

Samat Dzholdoshbek, BSS IR-1, from Almaty

The KIMEP Student Association (KSA) is the official representative body of KIMEP students. Its 16-member Cabinet is elected every year in a transparent and free election process that teaches students the essence of participatory democracy. The KSA represents students on issues of concern, including academic, budgetary and social issues. The student budget committee determines how the student activity fee is used to support student academic, social and cultural activities. As noted previously, through the KSA, students actively participate in all of KIMEP’s governance bodies, including the Academic Council, the Tender Committee and the Budget Committee. Student participation in the governance of KIMEP ensures that the interests of students are considered and respected, and teaches them responsibility and managerial skills.

There are 40 active student clubs at KIMEP engaged in diverse activities, ranging from sports and entertainment activities to intellectual and business clubs. KIMEP student organizations include:



The Diplomatic Briefing Club, which organizes Model United Nations simulation conferences among KIMEP students and Almaty university and high school students, as well as round-tables and conferences with UN officials and diplomats.

KIMEP PIE is a popular student club that also publishes a modern, fashionable and trendy student magazine.

The Youth Assembly organizes seminars, conferences and is one of the KIMEP student clubs that is invited by other universities to help in organizing events, demonstrating that other universities look to KIMEP students as models/leaders.

Karandash is an art club.

KELT is a drama club that produces one or two major drama events each year. To this day, it remains the only theater company in Kazakhstan to conduct all of its performances in English.

The Intellectual Debate Club creates debate contests at KIMEP and participates in debate contests at national and international level.

The KIMEP Economist Club, KIMEP Entrepreneurs, Future Businessmen Group, European Law Students Association and many other student clubs help students polish their skills in professional fields, organize guest lectures and student competitions.

In addition to participating in student clubs, KIMEP students actively contribute to Kazakhstani society outside KIMEP. For example, KIMEP students played an active part as volunteers in preparatory works and services for the Asian Winter Games in 2011, and participate every year in the ecological initiatives arranged by the city administration, as well as in celebrations of Nauruz to maintain Kazakhstan's national traditions.

“The education I received at KIMEP strongly influenced my life: firstly, I completely changed my profession (my first degree was in mathematics); secondly, the MBA degree helped me gain promotion to leading positions in companies where I worked after graduating from KIMEP.”

Bayan Shapagatova, MBA 1996, Head of Risk Management Department, Kazakhstan Stock Exchange

KIMEP students are leaders and active members of the youth branch of Nur-Otan and the Youth Assembly. They also support various charity initiatives, such as fund-raising campaigns to donate money and collect



goods for socially vulnerable families and orphanages. They participate in discussions among teaching staff and students on the key initiatives of the Kazakhstani leadership, help to promote inter-ethnic accord in the country through friendly relations with the Korean Theater of Musical Comedy (Almaty) and ethnic and cultural associations. In addition, during internships in the administrative organs of the city of Almaty, KIMEP students took part in and initiated a number of socially and politically significant actions, contributing to the positive image of Kazakhstan, and also supported the electoral campaigns.

These KIMEP student organizations and activities help to prepare future leaders for Kazakhstan by supporting their personal development and their ability to act for the good of their society.

The breadth of the student experience at KIMEP, along with its high level of individualization and specific focus on student needs, is unmatched within Central Asia. In every aspect of student life at KIMEP, whether it is in the classroom, conducting research, during extracurricular activities or in support of the greater Almaty community, KIMEP students are constantly learning critical skills that will help them become future leaders in Kazakhstan's private and public sectors. It is an environment completely unique within Central Asia, offering a remarkable combination of the best practices of Western universities with a sharp focus on the unique needs and challenges of Kazakhstan.

“A KIMEP education facilitates career growth in both business and the public sector. In my opinion, a KIMEP graduate is able to build a successful career in any sphere or industry.”

**AIDAR JEXEMBIYEV, MPA, 1999
VICE PRESIDENT
PANTOS LOGISTICS KAZAKHSTAN**



THE FUTURE OF WORLD-CLASS EDUCATION



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20 YEARS





End note: The Future of World-class Education in Kazakhstan

KIMEP has made a remarkable contribution to the development of Kazakhstan in its twenty year history. It has delivered on the challenge set by President Nazarbayev to train the new generation of leaders for the Republic. KIMEP has produced 8,000 graduates and trained tens of thousands of executives and professionals. It has changed the face of the Republic, supporting the development of new sectors of the economy and the leadership position of Kazakhstan in Central Asia. Through its international links, KIMEP has played a lead role in introducing the world to Kazakhstan, and Kazakhstan to the world. KIMEP has, and continues to play, a leading role in supporting the modernization of the higher education system.

That so much has been accomplished in so little time, and that most of it has been done with limited resources, makes the future of the institute look incredibly bright. At no other time in its history has KIMEP had as strong of academic staff, financial resources and administrative vision as it now enjoys, and this should lead to considerable leaps forward over the next several years. KIMEP will build upon the strengths that it has acquired over the last decade, and it will cement its position as a global leader in education.

KIMEP will accomplish this by relying on the remarkable people that call the institute home. At heart, KIMEP is an educational community. It consists of teachers, students and administrators, and it is supported by bonds that stretch throughout lives. KIMEP is a home to mentors, colleagues, friends and role models, who are now part of an extended family that extends throughout the country and throughout the world. In its twenty years, KIMEP has provided untold opportunities to thousands of families to attain a quality of life which they could only have dreamed of. It is a contribution to the development of a society that is remarkable in every sense of the word, and it is evidence of how KIMEP will remain deeply embedded into the culture and history of Kazakhstan for many years to come.

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