



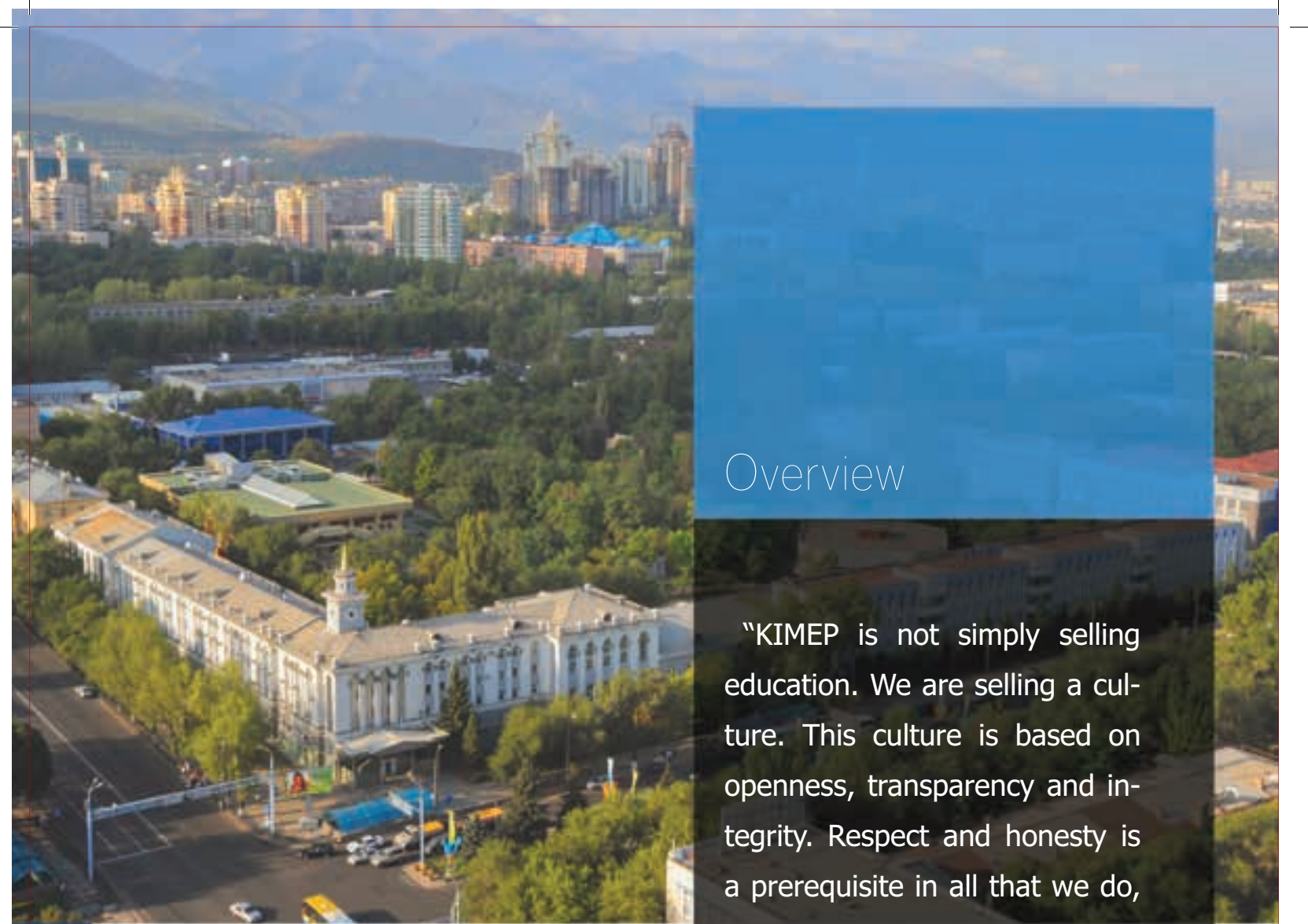
## BUILDING AND MAINTAINING A STUDENT CENTERED CULTURE

The Foundations: Core Values, Setting Expectations  
and Integrated Decision Making

ENDORSED BY THE EXECUTIVE COMMITTEE OF KIMEP  
SEPTEMBER 15, 2011







## Overview

“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”

Chan Young Bang, PhD,  
President of KIMEP, May 2010.

KIMEP is committed to delivering a student-centered culture in all of its operations. KIMEP has put in place a series of building blocks which shape the growth of this culture through setting expectations and identifying behaviors of stakeholder groups and all individuals who comprise these groups.

These expectations underpin every action taken by KIMEP stakeholders. Our core values and mission are key pillars which together form the context for setting expectations and make clear the need for integrated decision making.



## Foundations: Core Values

In November 2009, the KIMEP Board of Trustees adopted a set of core values, following consultation with students, faculty, board members, administrators and partners. These codified for the first time the values by which the Institute has sought to operate since its founding. These 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 which 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-government 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.

The keywords of our core values are respect, openness, honesty and integrity with a commitment to quality and intolerance of nepotism, corruption and discrimination in any form. These are the foundations of the culture we are in the business of producing.



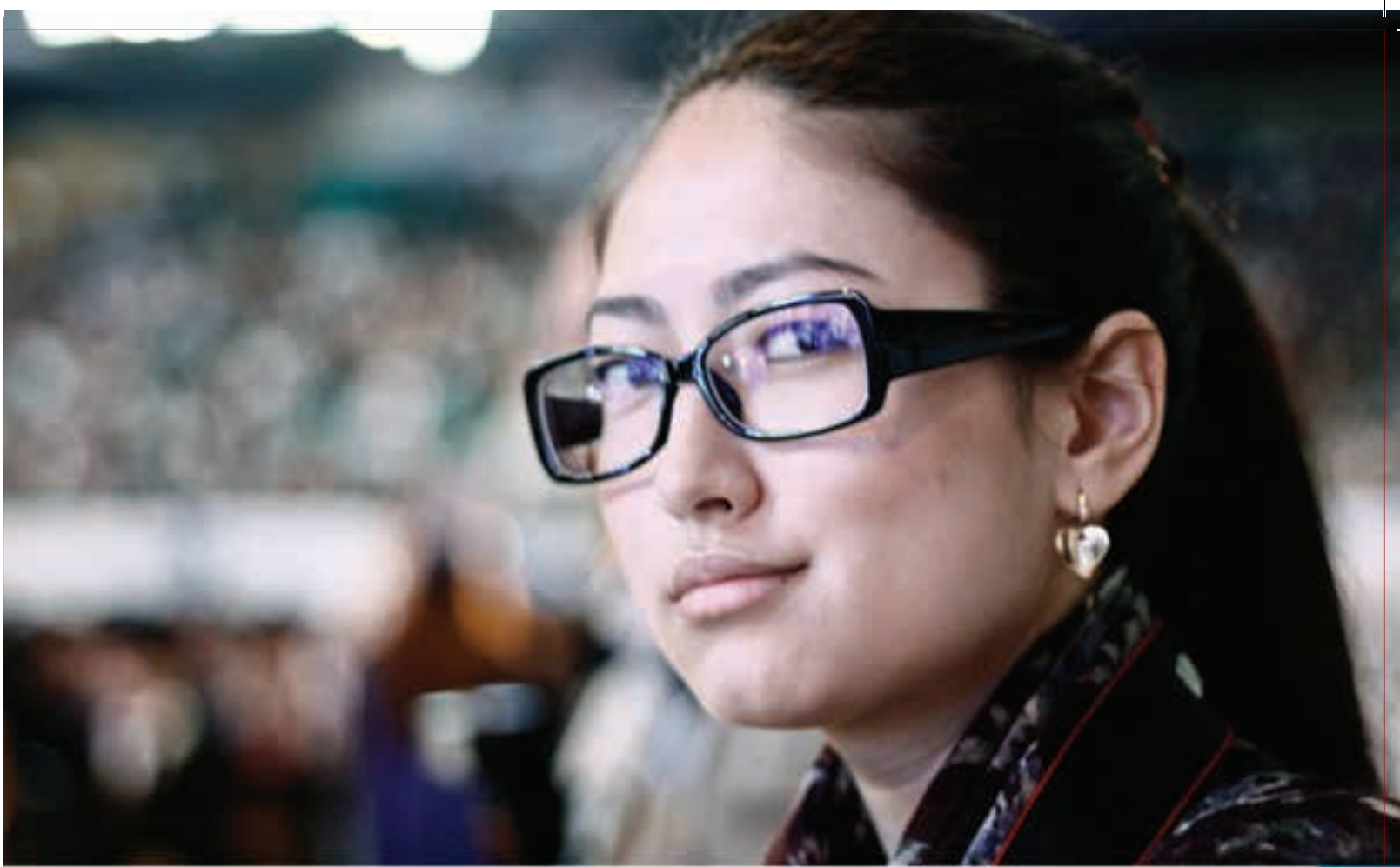
## Foundations: The Mission

The mission of KIMEP has been consistent since the founding of the Institute and reflects our core values.

The current mission is:

to develop well-educated citizens and to improve the quality of life in Kazakhstan and the Central Asian region through teaching, learning, community service and the advancement of knowledge in the fields of business administration and social sciences. To fulfill this mission, we offer graduate and undergraduate degree programs at the highest level of international educational standards in business, economics, finance, accounting, public administration, political science, international relations, law, pedagogy, journalism and mass communication to outstanding students, who will become equals to graduates of universities anywhere in the world. We seek to select students from among those who demonstrate leadership, talent and language capabilities, irrespective of their financial means, gender or ethnic origin, or any other subjective criteria.

The mission statement aims to bring the core values to life, setting a practical goal for the operations of the community. The expectations we have of our stakeholders draw on our core values and mission.



## Setting Expectations – Fundamental Principles Bringing Our Core Values To Life.

### **Introduction**

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

Further, it is our responsibility as an institution of higher education to responsibly use the funds granted us by our students and as directed by our Board, ensuring the most efficient operation possible to ensure a sustainable for KIMEP going forward.

At this stage in its development it is important that KIMEP reaffirm its expectations of our key stakeholders, since the actions of individuals acting toward a common goal will determine the success of the Institute. In order to encourage positive actions, KIMEP must say what it expects. Each stakeholder group must have expectations explicitly set of it by the community as a whole.

Our stakeholders are:

- Students
- Faculty
- Staff
- Managers
- External partners

The expectations we have of these groups are set out below.

### **Students**

For students, the expectations we have are that they will:

- act with integrity at all times
- be a committed citizen of KIMEP and the world while in study and after graduation
- demonstrate critical thinking with respectful behavior



- commit to the values of the Institute
- engage in extra-curricular activities in partnership with faculty, financed by KIMEP
- demonstrate through their actions an understanding of the rights and responsibilities associated with our representative positions in the community (students, faculty, administration)
- proceed either to successful employment or to further study

### Faculty

For faculty, the expectations are:

- acting with integrity at all times
- mutual respect in all professional relationships
- clear understanding of rights and responsibilities
- excellence in teaching, research and service to build a world class university
- all must achieve academic or professional qualifications to earn the right to be on the faculty
- centered on providing the best possible experience for our students inside and outside the classroom
- willingness to actively participate in working with student organizations
- willingness to actively participate in mentoring and consulting

- act as a professional role model for students

### Staff

For staff, the expectations are:

- acting with integrity at all times
- clear understanding of rights and responsibilities
- commitment to respectful, responsive communication, excellence and quality in all they do
- willingness to learn new systems to serve consumers (students, staff, faculty)
- to support KIMEP by providing invisible, effective and efficient operations
- willingness to engage in training and assessment of skills for appropriate allocation of effort

### Managers

For managers, the expectations are:

- acting with integrity at all times
- collective responsibility for the success of the Institute
- managing the system of rights and responsibilities
- understanding the implications for other units of decisions made is essential to the decision process
- ensure accountability at all levels (including their own)



- transparency in key decisions
- open communication between units
- setting the framework and provide support for institutional change
- partnerships – external and internal – will define performance

### **Board of Trustees**

For the Board of Trustees, the expectations are:

- acting with integrity at all times
- clear understanding of rights and responsibilities
- increased advocacy
- guidance and support
- partnership development

### **Partners**

For external partners, the expectations are:

- acting with integrity at all times

- active engagement and support to KIMEP
- active engagement and support from KIMEP
- conversation and actions to improve what we do together for mutual benefit

### **In Sum**

Taken together, these expectations will work to generate a culture where effort is rewarded. KIMEP will be more productive, generating more and better of what the Institute exists to deliver – graduates who are:

- ethical and honest professionals
- committed citizens
- critical thinkers with respectful behavior
- successful students in their field
- able to proceed either to successful employment or to further study

Everything we do should work towards this. From these expectations and the understanding of our current position, a clear set of priorities will emerge.





## Setting Expectations: Integrated Thinking

Like many complex organizations, KIMEP has at times not understood the challenges it faces well enough to deliver effective solutions. For example, one area where KIMEP needs to pay attention at this point is financial sustainability. In order to ensure that KIMEP has long-term academic and financial sustainability, we must strengthen the institution in many ways, including attracting larger numbers of quality students for all programs becoming a model of efficiency in management and diversifying revenue sources. In the past, when facing financial challenges, the main solution adopted has been to focus on attracting more students to our degree programs. That approach led many at KIMEP to define the challenge mainly as a recruitment problem, which for many compartmentalized it to be “not my problem”.

This approach is, of course, overly simplistic, especially when we understand that KIMEP’s educational product and competitive advantage is to offer a cultural experience different from that found in the prevailing environment. By definition, culture is multifaceted. To deliver a culture successfully needs integrated thinking. Everything is important, and everything is linked. Weakness in one part of the system undermines relative strength in another. For example, a key source of perceptions about KIMEP is ‘word of mouth’ (WOM). WOM has from time to time been negative because not all elements of the KIMEP experience have met expectations. For instance, a student may get a good job when he or she graduates, but may have undertaken a course of study that did not challenge academically, with support services that do not meet expectations. Our solution in the past has been to greatly strengthen spending on recruitment and marketing, – but applications and enrollment have not grown. However, recent research has identified that a key source of negative WOM about KIMEP is those who know people who study at KIMEP. What those who study here tell of their experiences is not always positive. Therefore it seems clear that we need to focus on the whole student experience to generate more positive WOM. This effort to further strengthen the entire student experience at KIMEP is the foundation of the effort to reposition KIMEP that is dealt with in detail in the Action Plan developed to guide KIMEP to 2014.

Intelligent analysis will produce intelligent solutions. All decisions and actions as we move forward must be tested against the impact they will have on other units and on the whole of KIMEP. The most important test of any action is to assess how, or if, it will improve the KIMEP student experience.



## The Takeaway

1. Building on our core values and mission, KIMEP has set clear expectations for its stakeholders.
2. KIMEP demands integrated decision making focused on the goal of maximizing the impact of student centered learning.
3. These are the foundations on which the strategy to confirm KIMEP as a world class institution creating a culture of openness, honesty and integrity will be built and delivered.
4. Without these foundations, KIMEP will not be able to deliver on the detail of its strategy and operating plans documented elsewhere.



