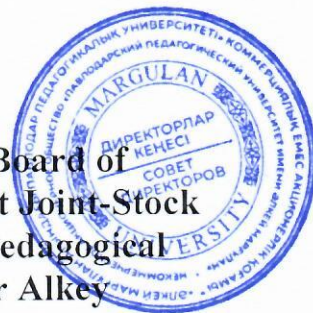


“APPROVED”

By the decision of the Board of
Directors of Non-Profit Joint-Stock
Company “Pavlodar Pedagogical
University named after Alkey
Margulan”

(Protocol No. 1 dated March 28, 2024)
as amended on May 16, 2025,
Protocol No. 2



**Development Program
of Non-Profit Joint-Stock Company
“Pavlodar Pedagogical University named after
Alkey Margulan” for 2023-2029**

THE MISSION:

To train the best specialists in the
field of education for the country
and the region

VISION 2029:

The leading university in the
country in the field of
pedagogical education and
research

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Passport of Development Program

Name of the Programme	The Development Program of “Pavlodar Pedagogical University named after Alkey Margulan” NJSC for 2023-2029
The basis for the development of the Programme	<p>Law of the Republic of Kazakhstan "On Education"</p> <p>Law of the Republic of Kazakhstan "On Science"</p> <p>Law of the Republic of Kazakhstan "On State Youth Policy"</p> <p>National Development Plan of the Republic of Kazakhstan until 2025</p> <p>"Kazakhstan - 2050" Strategy</p> <p>The concept of higher education and science development in the Republic of Kazakhstan for 2023-2029</p> <p>The development plan of the Ministry of Science and Higher Education of the Republic of Kazakhstan for 2023-2027</p> <p>The development plan of Pavlodar region for 2021-2025</p>
The developer of the Programme	“Pavlodar Pedagogical University named after Alkey Margulan” NJSC
Goal	To become a scientific and educational complex for training qualified personnel capable of generating new knowledge, constantly improving and increasing the intellectual capital of the country.
Terms of implementation	2023-2029
Sources of financing	<ul style="list-style-type: none"> - the republican budget; - state budget funds for grant programs for commercialization of scientific and technical activities; - public-private partnership funds; - organizations, enterprises and institutions under contracts funds; - international scientific, educational foundations and organizations funds; - funds from individuals under contracts for the provision of educational and other services; - funds from sponsorship of legal entities and individuals, including dividends from the endowment fund.

Preserving traditions, creating the future - Chronology of the University's development

Year	Event
1962	Pavlodar Pedagogical Institute was founded.
1963	Pavlodar Pedagogical Institute received a new five-storey building in Kuibyshev Street (now Toraighyrov Street). The Faculty of History and Philology was opened.
1964	The training is carried out in four specialties: mathematics and drawing, physics and electrical engineering, biology and chemistry, Russian language and literature with special groups for Kazakh schools. Dormitory No. 1 with 515 beds was commissioned.
1965	The People's University of Culture and Pedagogical Knowledge is starting to work by the institute, the purpose of which is to prepare students for extracurricular activities at school.
1966	Pavlodar Pedagogical Institute made its first graduation - 50 teachers of Russian language and literature, 37 teachers of mathematics and carried out the first admission of students for the specialty physical education. The Faculty of Social Professions (FSP) was opened. A base was created for field practice in biological disciplines, where an agrobiostation was later located.
1967	Dormitory No. 2 with 515 beds was commissioned.
1971	A sports training building with 4 halls was commissioned.
1972	A student canteen with 200 seats was built, and the third academic building of the Faculty of Chemistry and Biology was commissioned.
1974	The Faculty of Foreign Languages was opened, and an indoor swimming pool was put into operation.
1981	Pavlodar Pedagogical Institute was awarded the Red Banner of the Communist Party Central Committee of Kazakhstan, Council of Ministers of the Kazakh Soviet Socialist Republic, Kazakh Council of Trade Unions and Kazakhstan Leninist Communist Youth Union Central Committee.
1982	Pavlodar Pedagogical Institute was recognized as the winner of the All-Union Socialist competition among pedagogical universities of the Union and awarded the Red Banner of the USSR Ministry of Education and the Central Committee of the Trade Union of Education Workers, Higher Education and Scientific Institutions.
1996	Pavlodar Pedagogical Institute was introduced into the structure of Pavlodar State University.
2004	Pavlodar Pedagogical Institute left the structure of S. Toraighyrov Pavlodar State

	University. The Republican state-owned enterprise "Pavlodar State Pedagogical Institute" of the Ministry of Education and Science of the Republic of Kazakhstan was established, 8 faculties and 29 departments are functioning, a graduate school and a college were opened.
2005	Publication of two republican journals "Pedagogical Bulletin of Kazakhstan" and "Biological Sciences of Kazakhstan" began.
2008	The certificate of conformity of the quality management system to the requirements of the international standard ISO 9001:2000 was obtained.
2011	Pavlodar State Pedagogical Institute took the second place in the ranking of pedagogical universities of Kazakhstan.
2015	Pavlodar State Pedagogical Institute took the first place in the national ranking of pedagogical universities of Kazakhstan, conducted by the Independent Kazakhstan Agency for Quality Assurance in Education, and entered the top ten universities of the republic. A new Student House was commissioned.
2016	The Regional Archaeological Center named after Academician Alkey Margulan (now the Institute of Archaeological Research) was opened.
2017	Pavlodar State Pedagogical Institute obtained the status of a UNIVERSITY.
2018	A new form of ownership of Pavlodar State Pedagogical University was issued - the Republican State Enterprise with the right of economic management "Pavlodar State Pedagogical University".
2019	A new management model was introduced; higher schools were created instead of faculties.
2020	The University received the status of a non-profit joint-stock company "Pavlodar Pedagogical University". The University provides training in 20 master's degree programs and eight doctoral specialties. It is included in the TOP-5 rating of educational programs of universities of Kazakhstan.
2022	The University was named after the outstanding Kazakh historical figure, scientist Alkey Margulan

Brief description

In October 2019, by Decree of the Government of the Republic of Kazakhstan No. 752 "On certain issues of higher educational institutions of the Ministry of Education and Science of the Republic of Kazakhstan", Pavlodar State Pedagogical University was transformed into a non-profit joint stock company "Pavlodar Pedagogical University" with one hundred percent state participation in the authorized capital.

In December 2022, the University was named after Alkey Margulan, an outstanding historical figure and scientist. NJSC "Pavlodar Pedagogical University named after Alkey Margulan" (hereinafter referred to as Margulan University) is a higher education institution, which is a non-profit organization with 100% participation of the state in the authorized capital.

The University operates within the framework of the national educational system in accordance with the legislation of the Republic of Kazakhstan, on the basis of the Charter approved by Order No. 331 dated May 29, 2020 of the Chairman of the State Property and Privatization Committee of the Ministry of Finance of the Republic of Kazakhstan, amended by Order No. 58 dated September 21, 2022 of the Minister of Science and Higher Education of the Republic of Kazakhstan.

The training is carried out on the basis of the state license No. KZ52LAA00033312 issued by the RSU "Committee for Quality Assurance in the field of science and higher education of Ministry of Science and Higher Education of the Republic of Kazakhstan" dated January 27, 2023 in 6 areas of training in technical and vocational education, 9 – in higher (bachelor's degree) and 11 – in postgraduate education (master's degree -7, doctoral studies - 4).

The University conducts training according to the three-level bachelor-master-doctor PhD model in the state and Russian languages, as well as in trilingual education programs, in general, 68 higher and postgraduate education programs: 42 - bachelor's degree, 17 - master's degree, 9 - doctoral degree. The total number of students as of February 01, 2024 is 4,363 people.

There are 4 Higher Schools in the structure of the University - Pedagogy, Natural Sciences, Humanities, Art and Sports and M. Kanapyanov Higher College. The University also includes research centers: Scientific Center of Biocenology and Environmental Research, scientific research Center "Abai Academy", Center for Pedagogical Research, Center for Practical Psychology, Institute of Archaeological Research, laboratories: laboratory of Experimental Psychology and Psychodiagnostics, educational art laboratory, Academy of Leadership "Shamshyrak", "Assembly the People of Kazakhstan" department and the Sports Club.

Margulan University has a developed material and technical base for the effective organization of the educational process, including using online technologies, conducting scientific research of teachers and students, organizing leisure and educating students.

The University strives to take a leading position in the training of teaching staff in the educational services market in the Republic of Kazakhstan, as well as to train highly qualified specialists capable of generating new knowledge, constantly improving and increasing the intellectual capital of the country.

An indicator of the position and status of an educational organization at the national level is the University's participation in the rankings. Every year, the University holds consistently high positions in the ranking conducted by "Atameken" National Chamber of

Entrepreneurs. Since 2018, the top ten educational programs of higher educational institutions of the Republic of Kazakhstan annually include from 6 to 12 educational programs of Margulan University. The prizes are awarded to EP Biology, Vocational training, Pedagogy and methods of primary education, Russian language and literature, Physics, Physical culture and sports, History, Foreign language: two foreign languages, Disability studies, Music education.

In 2021, the University took part in the international QS EECA ranking for the first time and took the position 401-450. According to the results of the national rating conducted by the Independent Agency for Quality Assurance in Education in 2015, PSPI took the first place and entered the top ten universities of the republic, and in 2022, The University took 4th place in scientific publications among pedagogical universities, 3rd place in the ranking of websites of pedagogical universities. Starting in 2023, the University participates in THE World University Rankings as a data representative. The data for 2021 were sent and the University is displayed on the website.

The positioning of the University is also carried out through the accreditation of the University and educational programs. In 2023, the University passed institutional accreditation in the Independent Accreditation and Rating Agency for a period of 5 years. The NAAR Accreditation agency accredited 21 educational programs for the period of 5 years and 7 years. 37 EP were accredited by the ARQA accreditation agency for the period of 5 years.

Today, Margulan University is one of the leading, dynamically developing universities of pedagogical education in the Republic of Kazakhstan.

Advantages of our University

As part of our Development Program we highlight the following advantages of our University compared to other pedagogical universities in the country:

Strong applicants

We attract students with high academic achievements, focusing on the selection of the most talented and motivated applicants. This ensures a high level of learning and a dynamic atmosphere in the academic community.

Good location

Our University is located in a convenient location in the city, which provides easy accessibility for students, faculty and staff. In addition, we are also proud of our location within the republic, providing convenience for students from different regions.

Comfortable campus

The advantage of our University is the presence of a swimming pool and an indoor sports complex, which provide an opportunity for physical development and maintaining a healthy lifestyle for students. This is an additional advantage that contributes to their comprehensive development.

Exclusivity of services provided in the region

We are the only provider of teacher education in our region, which means that there are no competitors and deep expertise in this industry. Margulan University has implemented the idea of "education through life" through Higher Education, preparatory Department, Bachelor's, Master's, Doctoral studies, Institute of Additional Education and Silver University.

Qualified teaching staff

The University prides itself on having highly qualified teachers who provide professional and competent training to students. This guarantees the quality of education and the formation of leaders in the pedagogical field.

Increased scholarship for students

We offer students an increased scholarship, which stimulates successful study and achievement of high results.

All these advantages make our University an attractive choice for students who are looking for high-quality teacher education, multifaceted growth and successful career prospects.

SWOT-analysis

S (Strengths)	O (Opportunities)
<ul style="list-style-type: none"> • The half-century history, traditions, and image of the university. • Leading positions in national rankings among pedagogical universities. • Qualified teaching staff of the University. • Exclusive training of in-demand teachers, taking into account the needs of the regional labor market. • Effective anti-corruption policy at the university. • High level of employment of university graduates. • University infrastructure and location as a comfortable university environment for the students and the teaching staff. • High degree of activity and interaction of student organizations. • Close cooperation with republican/regional public associations, local executive/representative authorities and the media. • High basic training of the applicants and an increased scholarship for the students. 	<ul style="list-style-type: none"> • Modernization of higher pedagogical education in the Republic of Kazakhstan. • Expansion of the university's managerial independence. • Increasing demand for educational services of the university. • The employers' high assessment of the quality of student training. • Development of distance learning technologies, modern educational technologies and legislation. • Transition to a digital society. • Development of student organizations' project activities. • Participation in grant competitions of government, commercial, non-governmental, foreign and international organizations. • Development of social entrepreneurship and other forms of commercialization of the activities of student organizations and university structures.
W (Weaknesses)	T (Threats)
<ul style="list-style-type: none"> • Insufficient commercialization and implementation of research results. • "Aging" of scientific personnel. • Lack of project competencies, predominance of interests of current activities over development tasks. • Inertia and resistance to change on the part of the University staff. • Low scientometrical indicators and intellectual activity results. • Low percentage of the teaching staff who speak foreign languages. • Low activity of the faculty participation in funded international programs, grant projects. • Insufficient development of inclusive education infrastructure. • Shortage of beds in the dormitories and facilities for student organizations. • Lack of funding for student organizations and weak motivation system for the students and the faculty. 	<ul style="list-style-type: none"> • The impact (direct, indirect) of the global economic crisis. • High competition in the educational space, which is increasing with the widespread introduction of distance learning. • Negative impact of the demographic situation in the Republic of Kazakhstan on the quantitative and qualitative indicators of student admission. • The growing demographic burden on the higher education system. • Potential migration processes, force majeure circumstances (pandemics). • The negative impact of the social environment on the formation of future teachers personality. • The spread of radical and destructive ideologies; antisocial and deviant behavior among students. • Passivism of students in student government and resistance to proposed changes in the educational work system.

Mission, vision, values, traditions and development prospects

VISION 2029 of Margulan University – the country's leading university in the field of teacher education and research.

THE MISSION of Margulan University: to train superior specialists in the field of education for the country and the region.

The values of Margulan University

Professionalism

We insist on high professionalism among the students, the teachers and the staff. We strive to develop professional skills, in-depth knowledge and quality education so that graduates of our university are ready for a successful career and making a significant contribution to the educational community. High standards of professional ethics, including in the academic process, are an integral part of professionalism. The students and teachers must adhere to high standards of intellectual integrity, do honest scientific research, and follow the rules of academic ethics and attribution of sources.

Introduction of innovations

We set ourselves the task of being leaders in educational innovation. We encourage creativity and a culture of innovation among students and teachers, striving to use advanced methods, technologies and pedagogical approaches to achieve optimal learning and research results.

Social responsibility

We are aware of our role in the society and strive for social responsibility. Our University actively interacts with the society, has a positive impact on and contribution to its development through education, research and social projects.

Student-centeredness

We attach great importance to students and put their needs and interests in the center of our activities. We create a comfortable and supportive environment for the students' development, provide access to resources and opportunities, and support their academic, personal and professional growth.

These values reflect our **commitment to professionalism, innovation, social responsibility and respect for students**, and will guide the development and achievement of our goals until 2029.

Traditions

Our University, founded in 1962, is proud of its traditions, which have been formed over more than 60 years of its existence. These traditions are an integral part of our identity and reflect the values and culture of our university community.

Meeting of generations and honoring veterans of pedagogical work

We maintain the tradition of organizing meetings of generations, where we invite graduates and honor veterans of pedagogical work. This event helps to strengthen the bond between the students and the graduates, as well as recognition and appreciation of the experience and achievements of our esteemed veterans.

Respect for elders

We adhere to the principle of respect for senior colleagues and recognition of their experience and wisdom. This tradition allows us to create a harmonious working atmosphere where collective problem solving and exchange of experience are appreciated.

Activities of the Council of Elders

We have a tradition of forming the Council of Elders, where respected and experienced teachers gather to share their experiences, advice and support for young colleagues. This tradition promotes the transmission of traditions and values, as well as the maintenance of dialogue between different generations of teachers.

Observance of pedagogical ethics and culture

We adhere to high standards of pedagogical ethics and culture. This tradition includes respect for students, colleagues and society, honesty in the educational process, empathy and tolerance. We encourage acceptance of these values in our university community.

Mutual assistance of colleagues in the team

We appreciate the spirit of cooperation and mutual assistance in our team. This tradition implies mutual support and assistance from colleagues in various situations, be it work, personal difficulties or professional growth. We strive to create a friendly and supportive atmosphere where each member of our team can count on the support of their colleagues.

Direct appeals and contacts of colleagues in the presence of an automated system

We adhere to the tradition of direct communication and communication between colleagues. Despite the presence of an automated system, we appreciate the opportunity for personal communication, exchange of ideas and solutions within our university team.

These traditions are the foundation of our unique culture and contribute to the formation of a harmonious and supportive university community. We strive to preserve and develop these traditions in order to continue to contribute to better education and the prosperity of our students and the teaching staff.

Strategic directions, goals, target indicators and tasks to achieve them

№	Strategic direction	Goals	Objectives
1	Academic excellence	1. Improving the quality of educational services	1. Proactive management of educational programs
			2. Improving the quality of the teaching staff
		2. Ensuring accessibility of higher education	1. Improving the quality of applicants
			2. Improving the quality of student training
			3. Improving the competitiveness of graduates
2	Leadership in research and innovation	1. Development of university's science	1. Development of scientific potential of the teaching staff and young scholars
			2. Development of scientific and design activities
			3. Development of collaboration in research activities
		2. Commercialization of scientific results	1. Development of the scientific ecosystem, innovative and advanced research.
			2. Attracting investments to research activities.
3	The third mission of the University	1. Education for all	1. Developing a comfortable and exclusive campus environment
			2. Development of lifelong learning and lifelong learning systems
		2. Harmonious development of students	1. Development of the students' self-government
			2. Involvement in socially useful activities
4	Sustainable development of	1. The student body	1. Ensuring the quantitative growth of consumers of educational services

	the University		2. Ensuring a high level of satisfaction with the quality of educational services
		2. Internationalization	1. The increase in the share of the teaching staff and students involved in mobility programs, international students and teaching staff
			2. Development of international cooperation of the University, educational programs and research centers
		3. Financial development	1. Attracting sponsorship from individuals and legal entities, including the endowment fund
			2. Upgrading of facilities of the University

Strategic Direction 1. Academic excellence

Strategic goal 1.1. Improving the quality of educational services

Name of key performance indicators	Measure unit	2023	2024	2025	2026	2027	2028	2029
The share of innovative educational programs developed by the order of industry associations and enterprises	%	17	1.5	1.5	1.5	1.5	1.5	1.5
The share of educational programs that use global digital libraries in their implementation	%	29.49	29.49	29.65	30.1	30.5	31.25	31.5
The share of the staff teaching in English in the total number of the faculty	%	13.3	13.3	13.5	13.5	13.7	13.7	13.9
The share of employers and representatives of business structures involved in the educational process from the total number of the faculty	%	7	7	7.5	7.5	7.9	7.9	8.3
The proportion of the faculty who have completed advanced training and an internship abroad <i>*the coefficient for pedagogical universities is 0.5.</i>	%	44	44	44	44	44	44	44

Strategic goal 1.2 Ensuring accessibility of higher education

Name of key performance indicators	Measure unit	2023	2024	2025	2026	2027	2028	2029
The proportion of those who entered the University with the signs "Altyn Belgi", winners of international Olympiads and competitions of scientific projects of the last three years, winners of the presidential, republican Olympiads and competitions of scientific projects of the current academic year (awarded with diplomas of the first, second and third degrees) of their total number	%	2.5	2.62	2.62	2.68	2.68	2.73	2.8
The proportion of students using the world's digital libraries in the educational process	%	6.49	6.49	6.57	7.15	7.65	8.1	8.5
The proportion of employed graduates in the first year after graduation (final result)	%	90	90	90.1	90.2	90.3	90.4	90.5

Strategic direction 2. Leadership in research and innovation

Strategic goal 2.1. Development of University science

Name of key performance indicators	Measure unit	2023	2024	2025	2026	2027	2028	2029
Percentage of the teaching staff engaged in research work (according to the coefficient) <i>* the coefficient for pedagogical universities is 0.5.</i>	%	35	36.5	37	37.5	38	38.5	39
The number of scientists of Research Institutes in the teaching staff of the university on a part-time basis and/or hourly pay	people	0	1	2	2	2	3	3
The number of young teaching staff engaged in research work (according to the coefficient)	people	36	37	38	39	40	41	42
The number of scientific publications in international indexed journals included in the international scientometrical databases Web of Science and Scopus	number	38	43	44	45	46	47	48
The number of articles and reviews of the university staff/Research institutes in highly rated publications for the 1st, 2nd quarter of Journal Citation Reports JCR	number	0	1	1	2	2	3	4
The number of patents obtained within the framework of research and development, implemented at the expense of the state budget	number	0	1	1	1	2	2	2
The proportion of implemented international scientific projects from the total number of scientific projects	%	7	3.6	3.7	3.8	3.9	4.0	4.1
The number of joint dissertation councils with research institutes	number	0	0	0	0	1	1	1
The number of memoranda and agreements on the adoption of patronage concluded with representatives of large businesses in terms of scientific and innovative activities	number	0	0	0	0	1	1	1
The number of scientific projects and programs within the framework of international collaboration based on intergovernmental agreements	number	1	1	1	1	1	1	1

Strategic goal 2.2. Commercialization of scientific results

Name of key performance indicators	Measure unit	2023	2024	2025	2026	2027	2028	2029
The number of commercialized research projects	number	0	1	1	1	1	1	1
The proportion of startup projects implemented by the employees and students of the university from the total number of scientific projects	%	20	29	29.5	30	30.5	31	31.5
The volume of private co-financing of commercialized projects of the results of scientific and technical activities and applied scientific research (LEB, business representatives)	%	28.95	31.58	32	32.5	33	33.3	34

Strategic direction 3. The third mission of the University

Strategic goal 3.1. Education for everyone

Name of key performance indicators	Measure unit	2023	2024	2025	2026	2027	2028	2029
The level of conditions created for inclusive education at the university - <i>conditions for physical barrier-free access in academic buildings, student dormitories and elevators for students with special educational needs,</i> - <i>active involvement of non-governmental organizations, public foundations, and public associations in the development of inclusive education while updating educational programs</i>	%	100	100	100	100	100	100	100
The number of beds in student dormitories	number	-	-	787	787	1337	1337	1337
Number of students in non-formal education programs (except Silver University)	people	37	37	46	49	52	55	58
The number of students in non-formal education programs aimed at improving digital literacy at the age of 6-74 years	people	17	20	20	20	20	20	20
The number of students in the programs of the Silver University	people	85	85	87	90	90	95	100

Strategic goal 3.2. Harmonious development of students

Name of key performance indicators	Measure unit	2023	2024	2025	2026	2027	2028	2029
The proportion of university students involved in organized social activities to implement the SDGs (Sustainable Development Goals) (according to iGPA data) - <i>The coverage of students by participating in student government</i> - <i>Involvement of students in the activities of organizations for intellectual development and creativity (Jaidarman, art, music, debate) and healthy lifestyle (sports competitions, promotion of healthy lifestyle)</i> - <i>Involvement of students in socially significant activities (volunteering, charity, environmental projects, sacred geography)</i> - <i>Involvement of students in mass sports and a healthy lifestyle</i>	%	32	35	45	50	55	60	65

Strategic direction 4. Sustainable development of the University

Strategic goal 4.1. Contingent

Name of key performance indicators	Measure unit	2023	2024	2025	2026	2027	2028	2029
Educational services in the field of higher and postgraduate education* (direct) <i>*Specify the student body by rounding to hundredths: for other universities +/- 300</i>	people	4317	4400	4625	4630	4640	4650	4660
Educational services in the field of technical and vocational education* (direct) <i>*Specify the student body by rounding to hundredths: for other universities +/- 300</i>	people	813	700	720	730	735	740	750
The degree of satisfaction of the students, the teaching staff with the quality of educational services and the ecosystem	%	90	90	90	90	90	90	90

Strategic goal 4.2. Internationalization

Name of key performance indicators	Measure unit	2023	2024	2025	2026	2027	2028	2029
The proportion of students who traveled abroad under the academic mobility program for at least a trimester, semester, academic year out of the total number of students	%	0.16	0.17	0.45	0.50	0.55	0.60	0.65
The proportion of students who entered the academic mobility program from abroad for at least a trimester, semester, academic year from the total number of students	%	0	0	0.02	0.02	0.02	0.02	0.03
The proportion of international students in the university from the total number of students <i>*the coefficient for pedagogical universities is 0.5.</i>	%	1.02	1.04	1.52	1.54	1.56	1.58	1.60
The number of scientists who completed internships in the world's leading scientific centers	people	1	4	4	5	6	6	6
The proportion of foreign experts involved in teaching	%	2	2.5	2.5	2.5	2.6	2.7	2.8
The number of international educational programs of the University	number	1	1	2	2	3	3	3
The number of educational programs within the framework of double-degree education with partner universities from among the TOP 700 of the QS rating	number	1	2	2	2	2	2	3
The number of agreements (memoranda) with the world's leading scientific centers to strengthen the integration of domestic science into the international scientific space	number	0	0	1	1	1	1	1

Strategic goal 4.3. Financial development

Name of key performance indicators	Measure unit	2023	2024	2025	2026	2027	2028	2029
The proportion of attracted investments for the development of the university from the total income of the university, including within the framework of the endowment fund <i>* the coefficient for pedagogical universities is 0.5.</i>	%	0	0.05	0.3	0.3	0.3	0.4	0.4
The proportion of financial resources spent on updating educational and scientific equipment	%	1.5	1.7	4	4.3	4.5	4.8	5

Expected results

1. **Margulan University 2029** – prepares in-demand specialists for the labor market. 90% of employment in the first year after graduation.
2. **Margulan University 2029** – actively develops university science, attracting public and private investments. The share of employees engaged in scientific activities is 39%. The number of scientific publications in ranked international journals is more than 25 annually.
3. **Margulan University 2029** – open to everyone interested. 100% of the created conditions for inclusive education and 1.700 beds in dormitories. Every year, more than 100 students attend non-formal education and Silver University programs. The share of students in organized socially useful activities is 65% (according to iGPA data).
4. **Margulan University 2029** – is a financially stable university, dynamically integrating into the global educational space. The degree of satisfaction with the quality of services over 90% provides quality services for everyone.

The teacher is a carrier of corporate culture, who owns modern technologies as part of research groups and teams.

The student is a future teacher of the digital generation.

The graduate is a carrier of innovative behavior, capable of social design and social entrepreneurship.

Resources

Margulan University has the necessary resources that allow it to implement strategic directions, achieve its goals and objectives and provide high-quality education and research activities.

Human resources

To ensure the competitiveness Margulan University effectively manages human resources by attracting talented employees and focusing on an internal personnel reserve to select candidates for vacant positions of faculty, researchers, administrative and managerial staff and other employees.

The qualification of university teaching staff positions was developed in accordance with the professional standard "Teacher" of the Republic of Kazakhstan and consists of six levels (categories): teacher, moderator teacher, expert teacher, research teacher, associate professor, professor.

The University is actively working to attract methodologists and practitioners to teaching. Over the past few years, more than 60 practitioners from educational organizations were involved in the educational process.

Financial resources

The University has sufficient financial resources: the amount of its own funds and budget financing.

The University meets the criterion of financial stability, as it ensures such state of financial resources, their distribution and use, which ensures uninterrupted operation, guarantees constant solvency within the limits of an acceptable level of entrepreneurial risk.

The university's strong financial position allowed it to invest in the renovation of real estate: over the past 5 years, major repairs have been carried out to academic buildings and a sports complex, dormitories, insulation of lecture halls, lighting and heat supply systems, outdoor sports grounds, landscaping. To date, the University has real estate on its balance sheet, represented by buildings and land plots, worth about 2 billion tenge.

The sources of funding for the university are education under a state educational order and on a paid contractual basis; research on government orders and self-financing works; other educational services; income from sports facilities and dormitories; remuneration on bank accounts, etc.

Educational resources

The University carries out its activities within the framework of the national educational system in accordance with the legislation of the Republic of Kazakhstan on the basis of the state license No. KZ52LAA00033312 issued by the RSI "Committee for Quality Assurance in Science and Higher Education of the Ministry of Science and Higher Education of the Republic of Kazakhstan" dated January 27, 2023 in 6 areas of training of technical and vocational education, 9 higher (bachelor's degree) and 11 - postgraduate education (master's degree -7, doctoral degree - 4).

On the basis of Margulan University, it is planned to implement a project of the Center for Academic Excellence aimed at developing work with gifted children. The implementation of this project will allow for significant budget investments in the development of the material and technical base of Margulan University.

In Margulan University, as part of the implementation of the “Tolyk Adam” concept, the “Shamshyrak” Leadership School was established and is effectively operating. Its programs are aimed at developing the students' "soft skills", "hard skills", "technical skills" necessary for future specialists in the field of education.

Research resources

The priority of the university's research work is integration into regional issues and the formation of demanded scientific results introduced into the activities of the regional education system.

Over the past 5 years, the university has implemented:

- 61 contractual topics, while funding has been increased from 12 million tenge to 121.4 million tenge;
- 14 projects within the framework of grant financing of the Ministry of Education and Science of the Republic of Kazakhstan;
- the volume of basic financing for projects at the State Budget Fund of the Ministry of Education and Science of the Republic of Kazakhstan increased from 18.3 million tenge in 2019 to 165.8 million tenge in 2023;
- the total h-index increased from 72 to 107;
- 37 patents were obtained, 40 copyright certificates;
- 53 monographs, 696 articles were published, including 120 in highly rated journals and 576 articles in publications recommended by the Committee for Control in the Field of Education and Science;
- more than 100 events of international, national and regional levels were held.

Of particular importance in the development of the scientific potential of the university is the activity of scientific centers, including the Center for Practical Psychology, the Center for Pedagogical Research, the Scientific Center for Biocenology and Environmental Research, as well as the Institute of Archaeological Research. These centers form the basis of the pedagogical Technopark of Margulan University.

Digital resources

To manage the university's activities and educational programs, the university has a system for collecting, analyzing and using information.

The information space of the university can be conditionally divided into three main blocks: Information about the university; Data on the educational process; Data on employees and students.

The first block of the information space is presented on the official website of the University (<https://ppu.edu.kz>).

Data on the educational process and data on employees and students are used by university employees in automated workplaces of the university's corporate information system.

To automate and transparently collect key performance indicators (KPIs) of the teaching staff, the university developed a module "Portfolio (KPI)" for teachers, as well as an integral GPA of the students. All academic achievements of students, the administration of the educational process by the university are conducted in the automated information system "Platonus".

Library resources

The library units are located in all academic buildings of Margulan University. The total area of the library is 2870.1 sq. m., there is 1 lending department and 4 reading rooms with 436 seats.

The total book fund of the scientific library is more than 507 thousand copies, including more than 288 thousand copies in the state language (57% of the total fund), in the Russian language it is more than 205 thousand copies (40.5% of the total fund), in foreign languages it is more than 13 thousand copies (2.5% of the total fund).

The collection of periodicals is 34984 copies (6.9% of the total fund), of which 11432 (32.6% of the fund of periodicals) are in the state language, 23057 (66% of the fund of periodicals) in Russian and 495 (1.4% of the fund of periodicals) in foreign languages.

The library has an electronic catalog created on the basis of the Irbis 64 software. The electronic catalog includes information on new arrivals of books, periodicals, electronic textbooks, educational and methodical literature, educational and fiction literature.

Material and technical resources

Margulan University has the necessary material and technical base: 7 buildings with a total area of about 30 thousand sq.m., educational and laboratory buildings with an area of 14,255.40 sq.m., 2 student dormitories with a total area of 1,5401 sq.m. for 862 seats, a dining room with 52 seats, a snack bar with 62 seats, 2 museums, a student service center, 2 video studios, scientific centers, Institute of Archaeological Research.

The university has 16 computer labs, 57 multimedia classrooms equipped with modern technical facilities, 17 laboratories, and 12 specialized classrooms. 652 units of computer equipment are used in the educational process, of which 172 computers are in computer classes.

Sports grounds are equipped on the territory of the academic buildings: the area of the mini-football field is 1200 sq.m., there is a beach volleyball area of 192 sq.m. and 1 basketball court with an area of 240 sq.m. There is a 25-meter swimming pool, a dry swimming hall.

The university created conditions taking into account the needs of students with special educational needs and other low-mobility groups of the population. Ramps are installed at the entrances to all academic buildings. A ladder crawler lift is installed in the main educational building. Parking lots with the installation of road signs have been set aside for people with limited mobility in the adjacent territories of educational buildings.

Within the framework of the Comprehensive Plan for the Development of Public-Private Partnership in the social sphere for 2024-2028 (approved by the Decree of the Government of the Republic of Kazakhstan No. 1068 dated November 30, 2023) it is planned to build and operate a dormitory with 550 beds.

Explanation of abbreviations and glossary

NJSC – Non-Profit Joint-Stock Company

PPI – Pavlodar Pedagogical Institute

PPU – Pavlodar Pedagogical University

FSP – Faculty of Social Professions

PSU – Pavlodar State University

RK MES – Republic of Kazakhstan Ministry of Education and Science

PSPU – Pavlodar State Pedagogical University

IQAA – Independent Kazakh Agency for Quality Assurance in Education

EP – Educational Program

NCE – National Chamber of Entrepreneurs

QS EECA – ranking of universities from developing countries in Europe and Central Asia

THE - Times Higher Education global university rankings

IAAR - Independent Accreditation and Rating Agency

HEE – higher educational establishment

FAS – faculty and academic staff

OHVE – organization of higher vocational education

SRI – scientific research institute

LEB – local executive body