

Ministry of Science and Higher Education of the Republic of Kazakhstan  
NLC "Korkyt Ata Kyzylorda University"



**DEVELOPMENT PROGRAM  
NLC "KORKYT ATA KYZYLORDA UNIVERSITY"  
FOR 2023-2029**

**Kyzylorda, 2023**

The development program of NLC “Korkyt Ata Kyzylorda University” for 2023-2029 was reviewed and approved at a session of the Board of Directors on September 1, 2023, protocol №5, with amendments and additions dated December 21, 2023, protocol No. 8.

## CONTENT

<b>1.PROGRAM PASSPORT.....</b>	<b>4</b>
Introduction.....	6
<b>2.ANALYSIS OF THE EXTERNAL ENVIRONMENT AND CURRENT SITUATION.....</b>	<b>7</b>
2.1 Analysis of the external environment.....	7
2.2 Analysis of the current situation.....	9
<b>3.MISSION, VISION, VALUES AND PROSPECTS FOR THE DEVELOPMENT OF THE UNIVERSITY.....</b>	<b>15</b>
<b>4. STRATEGIC DIRECTIONS, GOALS, TARGETED INDICATORS AND OBJECTIVES FOR THEIR ACHIEVEMENT.....</b>	<b>16</b>
<b>5.EXPECTED RESULTS.....</b>	<b>29</b>
<b>6. RESOURCES.....</b>	<b>30</b>
<b>7. DECODING OF ABBREVIATIONS AND GLOSSARY.....</b>	<b>33</b>

## 1. PROGRAM PASSPORT

Program Name	Development program of the non-profit joint stock company “Korkyt Ata Kyzylorda University” for 2023-2029.
Basis for the development of the Program	<p>Law of the Republic of Kazakhstan “On Education” dated July 27, 2007;</p> <p>Law of the Republic of Kazakhstan “On Science” dated February 18, 2011;</p> <p>Law of the Republic of Kazakhstan “On the commercialization of the results of scientific and (or) scientific and technical activities” dated October 31, 2015;</p> <p>National Development Plan of the Republic of Kazakhstan until 2025, approved by Decree of the President of the Republic of Kazakhstan on February 15, 2018, №636;</p> <p>Law of the Republic of Kazakhstan “On State Youth Policy” dated February 9, 2015;</p> <p>National Development Plan of the Republic of Kazakhstan until 2025 dated February 15, 2018;</p> <p>Message of the President of the Republic of Kazakhstan K.-Zh. Tokayev to the People of Kazakhstan “Unity of the people and systemic reforms are a solid basis for the country’s prosperity” dated September 1, 2021;</p> <p>National project “Quality Education “Educated Nation”, approved by Decree of the Government of the Republic of Kazakhstan on October 12, 2021, №726;</p> <p>National project “Technological advance through digitalization, science and innovation”, approved by the Decree of the Government of the Republic of Kazakhstan on October 12, 2021, №727;</p> <p>Concept for the development of higher education and science of the Republic of Kazakhstan for 2023-2029, approved by Decree of the Government of the Republic of Kazakhstan dated March 28, 2023 №248;</p> <p>Methodological recommendations for the development and implementation of programs and plans for the development of organizations of higher and (or) postgraduate education and scientific organizations</p>

Program Developer	NLC “Korkyt Ata Kyzylorda University”
Goal	Creation of a competitive regional university that impacts on the formation of human capital and the socio-economic development of society
Objectives	<ul style="list-style-type: none"> <li>- training of qualified personnel corresponding to the tasks of the country's innovative economy;</li> <li>- creating conditions for the development of science and innovation, attracting young people to generate new ideas;</li> <li>- increasing contribution to the development of national unity, national culture and harmonious development of the individouble</li> </ul>
Program implementation period	2023-2029
Funding sources	<ul style="list-style-type: none"> <li>- republican budget;</li> <li>- means of public-private partnership;</li> <li>- funds allocated by organizations, enterprises and institutions under contracts;</li> <li>-funds allocated by international scientific and educational foundations and organizations;</li> <li>- the university’s own funds;</li> <li>- charitable contributions from sponsors, voluntary donations from legal entities and individoubles;</li> <li>- income from the sale of scientific results;</li> <li>- income from the provision of paid services;</li> <li>- funds from the endowment fund;</li> <li>-targeted transfers for development (Center for Academic Excellence);</li> <li>- investments.</li> </ul>

## INTRODUCTION

---

Non-profit joint-stock company (NLC) “Korkyt Ata Kyzylorda University” is one of the large regional universities, which, being in the regional center, borders with Aktobe region in the north-west, with Karaganda region in the north, with Turkestan regions in the east and south-east, with the Republic of Uzbekistan in the south.

Founded in 1937 on the basis of the Far Eastern Pedagogical Institute, the university became a forge for training qualified personnel. Preserving the best traditions of classic science and the continuity of scientific schools, the staff is faced with the task of creating a strong regional university.

Corporate governance, educational, research and social educational activities of the university were carried out within the framework of 6 directions outlined in the University Development Strategy for 2021-2025.

The number of students by 2023 estimates more than 10 thousand people, and the number of grant applicants is growing from year to year. The growth of government funding for science over the past 5 years has a noticeable impact on the income of the regional university. So, if in 2018 the university implemented projects worth 62 million tenge, then in 2022 the amount increased by 191 million tenge.

According to the Development Plan of the Kyzylorda Region until 2025, in the future the region should become a center for attracting the industrial business and entrepreneurship with high transit potential. The development program of the NLC “Korkyt Ata Kyzylorda University” is also focused on the development of the region: meeting personnel needs satisfaction, integrating science and production, internationalizing higher education and increasing the university’s ranking in the international arena.

## 2. ANALYSIS OF THE EXTERNAL ENVIRONMENT AND THE CURRENT SITUATION

---

### 2.1. Analysis of the external environment

Kyzylorda region is an industrial and agricultural region. The industry of the region is represented by enterprises of the mining industry, metallurgy, mechanical engineering, energy, chemical, light and food industries, the construction industry and the production of building materials.

The agro-industrial complex is actively developing in the region. Grain, fodder, potatoes, vegetables, gourds, oilseed crops are cultivated on the territory of the region. Kyzylorda region is the main rice producer in the country (90%).

The region has a high potential for both the development of agriculture and the production of food, building materials, the development of the service sector, tourism, and etc. A promising area of the region's economy is the development of animal husbandry, processing of meat products, fishing and fish processing with a high export potential. Camel breeding, horse breeding and sheep breeding have been developed in animal husbandry.

In terms of population, the region ranks 9th among 17 regions and 3 cities of republican significance. So, as of May 1, 2023, the population of the region estimates 837.3 thousand people, including 393.1 thousand people (46.9%) - urban, 444.2 thousand people (53.1%) are rural residents. The natural population growth in January-April 2023 is 4948 people (in the corresponding period of the previous year - 4880 people). The balance of migration is negative and amounted to -1256 people (in January-April 2022 - -1619 people), including in external migration - 0 (-9), in internal - -1256 people (-1610 people).

The volume of the gross regional product for January-December 2022 at current prices is 2339.3 billion tenge. Compared to the corresponding period in 2021, real GRP increased by 2.4%. In the structure of GRP, the share of production of goods is 38.6%, services - 54.1%.

The volume of industrial production in January-May 2023 amounted to 411850 million tenge, which is 1.9% less than in 2022.

There is a decrease in the mining industry and quarrying by 3.1%, in the manufacturing industry - 1.6%, an increase in the supply of electricity, gas, steam, hot water and air conditioning - 8.3%.

The volume of gross output of agriculture, forestry and fisheries in January-May of the current year. amounted to 29327.2 million tenge and increased by 1.8% compared to January-May 2022.

The volume of construction works (services) in January-May 2023 amounted to 27868 million tenge, which is 64.1% more than in the corresponding period last year.

The volume of investments in fixed assets in January-May 2023 amounted to 121569 million tenge, or 140% compared to January-May 2022.

In the Kyzylorda region, the training of specialists with higher and postgraduate education is carried out by 3 universities: Non-profit joint-stock company(NLC) “Korkyt Ata Kyzylorda University” (training levels: bachelor’s degree-master’s degree-doctoral studies), Kyzylorda Open University (training levels: bachelor’s and master’s degrees), Kyzylorda University “Bolashak” (training levels: bachelor’s and master’s degrees).

In addition to private universities operating in the region, universities in the border regions - Aktobe, Turkestan, as well as cities of republican significance as Astana, Almaty, Shymkent, cause significant competitiveness. Table 1 shows the contingent of universities in the border regions for 2022-2023 academic year. The choice of a university by graduates of schools and colleges in the Kyzylorda region depends primarily on the pricing policy of universities and the UNT (United National Testing) threshold score (for pedagogical specialties).

**Table 1. Contingent of universities in border regions for 2022-2023 academic year**

Higher educational institution	The contingent of students	The number of EP by levels: bachelor / master / doctor	Total teaching staff, % degree of teaching staff	Tuitionfee, thousandtenge
Korkyt Ata Kyzylorda University (Kyzylorda city)	10168	66/35/13	470/50,4%	380 – 487
K.Zhubanov Aktobe regional university(Aktobe city)	14621	84/40/6	729/40%	215 – 680
Khoja Akhmet Yassawi International Kazakh-Turkish University (Turkestan city)	9946	54/30/11	1067/42%	600 – 900

The most attractive for applicants from the Aral and Kazaly districts is K.Zhubanov Aktobe Regional University, which offers training under “Serpin” Program, as well as providing a wide range of tuition discounts.

Khoja Akhmet Yassawi International Kazakh-Turkish University is attractive for applicants from the Zhanakorgan region. It offers a more extended list of educational services, including specialties on “Healthcare”, training in 4 languages, quotas for training from the Republic of Turkey.

The competitive advantage of NLC “Korkyt Ata Kyzylorda University” is the choice of educational programs for three levels of education, lower tuition fees, the provision of rector’s grants, various tuition discounts, good infrastructure and material and technical facilities, as well as tight interaction with production.

The university’s opportunities for the development of the region are considered in the following areas:



- contribution of the university as a major “supplier” of personnel for the economic and social sectors of the Kyzylorda region;
- development of applied scientific research and development;
- creation of business incubators, start-up companies, innovation centers, design bureaus and other structures according to the profile of activity;
- vocational education and retraining, advanced training of personnel;
- functioning of new scientific and educational laboratories as Centers of academic excellence, which will be created as part of the implementation of the Concept for the Development of Higher Education and Science for 2023-2029;

- expanding internationalization and attracting foreign students to the region, creating joint/double-degree programs with foreign universities.

The students and the staff of the university take an active part in the economic and social life of the region, in the development of culture, education and innovation. The main forms of such participation include:

- joint design of road maps and programs for the development of the Kyzylorda region with employers of the EPs (Education Program), with local authorities and companies;

- provision of advisory and expert assistance to organizations and manufacturing companies;

- cultural and educational work of the university’s creative teams;

- active promotion of a healthy lifestyle and promotion of the UN’s 17 sustainable goals.

## **2.2 Analysis of the current situation**

NLC “Korkyt Ata Kyzylorda University” provides training on the basis of 5 institutes (25 departments and 6 research centers) in 66 educational programs of undergraduate, 35 – master courses, 13 - doctoral courses (PhD).

The university is in the TOP-1201-1400 of the best universities in the world according to the QS World University Ranking-2024.

Among the universities of the Asian continent, according to the rating agency QS Asia Ranking in 2023, the university entered the TOP-551-600.

The University is a member of the Eurasian-Pacific Network of Universities (Vienna, Austria), the European Association of Higher Education Institutions (Brussels, Belgium), the Magna Charta de Universit  s (Bologna, Italy), which is the basis of the Bologna Process, the Eurasian Association of Universities, Association of Asian Universities, Association of Economic Universities of South-East Europe and the Black Sea Region (Greece), as well as the Consortium of Agricultural Universities of Central Asia and the Southern Caucasus.

In 2022, the university successfully passed the international institutional accreditation procedure of the Independent Accreditation and Rating Agency

(IAAR) for a period of 5 years (until December 2027). 107 educational programs (EP) have specialized IAAR accreditation certificates.

According to the results of the National ranking demand for universities, conducted by the Independent Agency for Accreditation and Rating (IAAR), the university is in the TOP-10 best universities of the Republic of Kazakhstan, ranking 7th place.

In the rating of NCE "Atameken" –2022, 9 EP out of 36 entered the TOP-10.

The employment rate for 2022 undergraduate alumniees is 76%.

In 2022-2023 academic year, the contingent of students amounted to 9014 people, including 8234 undergraduate students, 742 – master students, 38 -doctoral students (according to the data from September 1, 2022). 316 students are studying under the grant of the akim of Kyzylorda region, 21 students are the holders of the scholarship of the President of the Republic of Kazakhstan in 2022.

In order to develop double education 94 branches of the departments are functioning on the basis of enterprises, and practitioners are actively involved in the educational process.

Together with foreign universities, 12 joint educational programs have been developed (Kangnam University, Republic of Korea; China Petroleum University, People's Republic of China; Tomsk Polytechnical University, Russian Federation; Dubna University, Russian Federation, National Research University "Tashkent Institute of Irrigation and Agricultural Mechanization Engineers" (The Republic of Uzbekistan).

The university has developed KPI system to assess the professional activity and stimulate the teaching staff, and encouragement measures are provided to increase the publication activity of teaching staff in international rating journals.

There is a public association "Alumni Association of Korkyt Ata Kyzylorda University", which includes more than a thousand university graduates. Members of the association contribute to the development and strengthening of the university as a higher educational institution of new content and a center for the training of highly qualified specialists.

In 2021 there was established "Korkyt Ata Endowment" Corporate Fund. The subject of the fund activities is to assist in the development of strengthening the material and technical base of the university, including the improvement of territories, the renewal of the library fund, the reconstruction and repair of premises, the establishment of nominal grants and scholarships for students, participation in charitable activities, organizing, conducting or assisting in charitable events, providing other material support to university students.

More than 150 agreements and memorandums have been signed in the field of international cooperation.

Under the program of the Ministry of Science and Higher Education of

the Republic of Kazakhstan “Attracting foreign scientists”, as well as at the expense of the university, over the past 3 years, 45 scientists and lecturers from Russia, the USA, Canada, Turkey, Bulgaria, Switzerland, South Korea, Serbia Ukraine, Uzbekistan have been involved in the educational process.

In 2022-2023 academic year 3 volunteer-teachers worked as teachers of Korean as part of an agreement with the Education Center at the Embassy of the Republic of Korea, as well as teachers of English for all students and citizens within the framework of the American Fulbright program.

Over the past 3 years, 28 foreign students from China, Uzbekistan, Russia, Turkmenistan, Mongolia have studied at the university.

At the expense of funding from the Government of the Republic of Korea, together with the Seoul National University of Science and Technology of the Republic of Korea, the project "Restructuring IT departments and creating a new school of artificial intelligence" was developed. The project is designed for 7 years (2023-2029) and provides for the introduction of new technologies into the educational process, the creation of the School of Artificial Intelligence and Business Incubation, and the transfer of experience in creating an advanced university.

The research work at the university is carried out within the framework of various projects for grant funding, orders from local authorities and enterprises, as well as under international agreements. Total science income for 2020-2022 amounted to 429,766 thousand tenge (2020 - 108,225 thousand tenge; 2021 - 130,349 thousand tenge, 2022 - 191,192 thousand tenge). Since 2023, the implementation of 9 more grant funding projects of the Science Committee of the Ministry of Science and High Education of the Republic of Kazakhstan has begun, and their income in the last year is 293 million tenge.

In 2022, 3 university scientists became the winners of the competition "The Best University Teacher-2022" (MSHE RK).

Since 2021, within the framework of supporting young scientists, every year the university allocates a grant from the Chairman of the Board-Rector to do research for young scientists aged under 40. In 2021, 4 projects won the competition, in 2022 - 6 projects of young scientists. The total amount of financing for 2 years is 20 million tenge.

During 2018-2023, university scientists published 254 scientific articles in the Scopus database (SciVal as of July 25, 2023), and 120 articles in the Web of Science database (InCites as of July 25, 2023).

By the decision of the Ministry of Science and Higher Education of the Republic of Kazakhstan for 2022-2024 for the training of scientific and pedagogical personnel, the university has 3 dissertation councils in the areas of personnel training: 8D011 - Pedagogy and psychology, 8D017 - Teacher' training in languages and literature, 8D073 - Architecture and construction.

8 scientific journals are published at the university to publish the results of scientific research: Chemistry and Chemical Technology Journal; Biological

Sciences Journal; Philological Sciences Journal; Actual problems of teaching mathematics, physics, computer science; Technical sciences and technologies; Bulletin of Korkyt Ata Kyzylorda University. Series "Agricultural Sciences"; Bulletin of Korkyt Ata Kyzylorda University. Series "Pedagogical Sciences"; Bulletin of Korkyt Ata Kyzylorda University. Series "Economic Sciences".

The series of the journal "Agricultural Sciences" is included in the list of scientific publications recommended by the authorized body for the publication of the main results of scientific achievements (MSHE RK).

Within the framework of international grants, 5 educational projects (Erasmus+, etc.) and 2 international scientific projects are being carried out under the HORIZON-2020 program (together with the University of Nova Lisbon, Portugal) and the University of Tübingen (Germany).

A regional TOEFL centre has been functioning at the university since October 2020. For 2 years, 142 people have taken the TOEFL ITP test.

Priority directions of educational work at the university are strengthening of students' spiritual and moral values, Kazakhstani patriotism, formation of an integral high-cultural and socially responsible personality, development of social and political activity, increasing the level of civic participation and leadership skills, formation of a healthy lifestyle, support of talented youth, activation of student self-government.

There are 24 youth organizations at the university. For the formation of a healthy lifestyle and leisure time of students, physical education classes are held according to the interests of students in 13 sports sections.

The university infrastructure includes 10 academic buildings, the Palace of Students, the Seyhun sports and recreation complex, 6 student canteens, the library with 4 reading rooms and the modernized library in the Open Space format, the agrobiological site with a greenhouse, the training and tactical range of the military department and 5 dormitories.

The classroom fund currently includes 396 classrooms, including 279 classrooms, 74 laboratories, 6 workshops, 13 computer classrooms, 67 multimedia classrooms, 21 classrooms for individual classes, 3 dance halls.

The university has a corporate computer network, the system of information and educational portal "E-UNIVER", to which all departments, services and educational units are connected. By means of the unified corporate network, the university has own information projects which are dynamically developing: the information website [korkyt.edu.kz](http://korkyt.edu.kz) and "E-univer".

The total number of computers is more than 1500 units. The computer park is updated annually. Internet access is provided to all students of the university via wireless WI-FI network. The speed of connection to the LAN Internet network is 600Mbit per second via SGIA and 800Mbit per second for WI-FI.

The local area network consists of server telecommunication infrastructure with a "star" topology. Modern methods and technologies are used to ensure information security of the LAN. Access control systems (ACS), loudspeaker and video surveillance systems have been installed.

As part of the digitalization of the university's activities, an electronic document management system (EDMS) "Salemofis" has been implemented, an electronic personnel accounting system "ARM" is functioning, an electronic proctoring system and a licensed anti-plagiarism program have been introduced.

Today the university sets a goal - to be useful to society and work for the benefit of the region. For this purpose, the issue of improving the material and technical base of the university, social and living conditions for students, teaching staff, improving the quality of knowledge, digitalization of educational and scientific activities remains on the agenda in the coming years, because it is Korkyt Ata Kyzylorda University that is the main driver of development of Kyzylorda region in the formation of intellectual environment and training of competitive personnel.

The analysis of the current situation, labour market and competitors enabled to identify strengths and weaknesses in the university's activities, determine favourable opportunities for development and identify risks.

### SWOT analysis

<b>S (strength)</b>	<b>W (weakness)</b>
<ul style="list-style-type: none"> <li>- a wide range of educational programs offered by level: bachelor course -master course -doctoral studies;</li> <li>- scientific potential of the teaching staff;</li> <li>- implementation of the trilingual education programs;</li> <li>- creation of conditions for professional growth of teaching staff and employees, development of academic mobility, professional development in leading universities in the Near and Far Abroad;</li> <li>- modern material and technical base and laboratories for scientific and educational activities;</li> <li>- implementation of the KPI system for teaching staff and incentives for publication activity;</li> <li>- support for young scientists: rector's grants, social support;</li> <li>- different types of motivation and</li> </ul>	<ul style="list-style-type: none"> <li>- Dependence on tuition fees (90 per cent of the university's income comes from tuition fees);</li> <li>- low level of foreign language skills (in particular, English) of the teaching staff and students;</li> <li>- ageing of personnel and migration of young specialists to big cities;</li> <li>- low attractiveness of the region for foreign students: remoteness from large metropolises, environmental and climatic conditions;</li> <li>- weak implementation of research and development (R&amp;D) jointly with subsoil users;</li> <li>- insufficient level of digitalization of business processes;</li> </ul>

<p>favorable conditions for the self-realization of young people</p>	<ul style="list-style-type: none"> <li>- emergency condition of some educational buildings;</li> <li>- low attractiveness of the higher education sector for investment by private investors</li> </ul>
<p><b>O (opportunity) - favorable opportunities</b></p>	<p><b>T (threat) - threats, risks</b></p>
<ul style="list-style-type: none"> <li>- the only university (subordinate) in the Aral Sea region (South-West of Kazakhstan);</li> <li>- the university's history and recognizable brand;</li> <li>- diversification of educational and scientific activities in accordance with the needs of employers, state and society;</li> <li>- growth of demography in the region: increase in the number of secondary school graduates;</li> <li>- operation of mining, agro-industrial and manufacturing companies in the region that need young personnel;</li> <li>- expansion of international cooperation with universities and centres;</li> <li>- establishment of joint educational programs and/or double degree programs;</li> <li>- increased government funding for science.</li> </ul>	<ul style="list-style-type: none"> <li>- the outflow of school gradulators to large cities;</li> <li>- increased competition in the educational services market from universities in related specialties;</li> <li>- low tuition fees at neighboring universities;</li> <li>- ageing of the material and technical base;</li> <li>- inflation and the geopolitical situation in the world.</li> </ul>

### **3. MISSION, VISION, VALUES AND PROSPECTS FOR THE DEVELOPMENT OF THE UNIVERSITY**

---

#### **Mission**

To generate new knowledge and elicit the intellectual potential of the region.

#### **Vision**

Korkyt Ata Kyzylorda University is a strong regional university that has an impact on the social and economic development of the region and the formation of high-quality human capital.

#### **VALUES:**

##### **Quality**

Formation of a high level of professional skills and competencies among students.

##### **Innovation**

Development and application of modern achievements of science and technology necessary for the training of qualified personnel and the competitiveness of the region.

##### **Social responsibility**

The University is a formation center of social initiatives and culture-forming features of the region, which is responsible for the ethical, aesthetic and social development and a healthy lifestyle in society.

##### **Strategic directions of the University activities:**

1. Innovative support of educational activities and internationalization.
2. Science and international cooperation development.
3. Digitalization and modernization of infrastructure.

## 4. STRATEGIC DIRECTIONS, GOALS, TARGET INDICATORS AND OBJECTIVES FOR THEIR ACHIEVEMENT

### STRATEGIC DIRECTION 1. INNOVATIVE SUPPORT OF EDUCATIONAL ACTIVITIES AND INTERNATIONALIZATION

**Goal 1. Creation of an effective system of corporate governance for the development of the human resources and scientific potential of the university.**

#### Target indicator:

Target indicator	Unit	Planning period in years						
		2023	2024	2025	2026	2027	2028	2029
Share of teaching staff who have undergone advanced training and internship abroad	%	90	92	95	95	97	98	98

**Objective 1.1.** *Providing continuous professional development of employees and advanced training of scientific personnel.*

The university will provide a developed corporate culture, which will be based on the principles of project management.

The university will organize an effective HR system aimed at professional development of teaching staff, attracting and retaining talent.

The university will carry out the staff training together with employers and representatives of business structures.

#### Key indicators:

No.	Target indicator	unit	Planning period (in years)						
			2023	2024	2025	2026	2027	2028	2029
1	The percentage of the heads of AMP who completed advanced training courses in the field of management	%	90	95	95	96	96	97	97
2	The number of employers, representatives of business structures involved in the educational process	people	56	58	60	62	64	66	70
	The percentage of employers, representatives of business structures involved in the educational process of the total teaching staff	%	10	10,7	11,2	11,6	11,6	12	12,5



**Objective 1.2.** *Increasing the level of scientific degree, developing a program of motivation and measures to encourage human and scientific potential.*

The university will create a new model of organizational architecture, in which teaching staff with high scientific and pedagogical potential will influence the social and economic development of the region.

The university will improve various types of motivation for employees and teachers.

**Key indicators:**

No.	Key indicator	unit	Planning period (in years)						
			2023	2024	2025	2026	2027	2028	2029
3	The percentage of teaching staff with academic degrees and a PhD degree	%	49	50	50	52	54	54	56

**Goal 2. Supporting the quality of educational programs and the qualifications awarded, based on innovation and the demands of society.**

**Target indicator:**

Target indicator	unit	Planning period (in years)						
		2023	2024	2025	2026	2027	2028	2029
Share of employed graduates in the first year after graduation (out of the total number of graduates)	%	76	77	78	79	80	81	82

**Objective 2.1.** *Formation of an effective academic ecosystem integrated into the national and regional context.*

The university will organize a school of artificial intelligence and business incubation within the framework of a strategic partnership with SeoulTech University, which will train personnel in accordance with global trends in the field of IT technologies in 3 areas.

The University will implement new approaches to educational program management and create innovative EPs at the request of companies and the modern employment market.

**Key indicators:**

No.	Key indicator	unit	Planning period (in years)						
			2023	2024	2025	2026	2027	2028	2029
4	The number of international educational programs (within the framework of a strategic partnership with SeoulTech)	un.	-	3	3	3	3	3	3

5	Number of innovative educational programs developed at the request of industry associations and enterprises	un.	1	1	2	2	2	2	2
	The percentage of innovative EPs developed by order of industry associations and enterprises	%	0,9	0,9	1,7	1,7	1,7	1,7	1,7

**Objective 2.2.** *Formation of a student contingent, attracting talents to the university and employment of graduates.*

The university will rebrand EPs to make them attractive and in demanding in the employment market.

The university will improve the practical skills and professional competence of teachers to attract talent, also will create necessary conditions for academic mobility and personal development of students and teachers.

The university will develop informal education programs and will engage leading experts to upgrade teachers' and students' skills.

**Key indicators:**

No.	Target indicators	unit	Planning period (in years)						
			2023	2024	2025	2026	2027	2028	2029
6	Contingent of students	people	10140	10463	10620	10750	10900	11050	11200
7	The number of students in informal education programs (except Siver University)	people	200	250	300	350	400	450	500
8	The number of students according to Silver University programs	people	96	108	120	132	144	156	168
9	The number of students in informal education programs aimed at improving digital literacy aged 6-74	people	30	50	70	90	110	130	150
10	The percentage of those who enrolled in universities with "Altynbelgi" (Golden medal), winners of international Olympiads and competitions of scientific projects (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 degree) of their total number	%	1	1	1	1	1	1	1

**Objective 2.3.** Supporting the availability of appropriate learning resources (digital platforms, educational networks, platforms of massive open online courses (MOOCs), creating equal conditions and barrier-free access to higher education for persons with special educational needs.

The university will increase the number of disciplines for obtaining distance learning knowledge (digital platforms, online courses, MOOCs, Coursera).

The university will create virtual laboratories, a digital library and a unified system for automating learning processes.

The university will create an adaptive educational environment and barrier-free access to education at all levels.

**Key indicators:**

No.	Target indicators	unit	Planning period (in years)						
			2023	2024	2025	2026	2027	2028	2029
11	The number of disciplines for which online courses (MOOC) have been developed	unit	20	23	25	27	30	32	35
	The percentage of disciplines for which online courses (MOOC) have been developed out of the total number of disciplines	%	0,8	0,9	1,0	1,08	1,2	1,3	1,4
12	The percentage of EPs in the implementation of which the world's digital libraries are used	%	38	50	60	70	80	90	100
13	The percentage of students using global digital libraries in the educational process	%	15	30	50	65	80	90	100
14	The degree of satisfaction of students and teaching staff with the quality of educational services and ecosystem	%	82	85	90	91	91	91	91
15	Level of provided conditions for inclusive education	%	70	75	80	85	90	90	95

**Goal 3. International orientation of educational programs and internationalization of higher education**

**Key indicator:**

Key indicator	unit	Planning period (in years)						
		2023	2024	2025	2026	2027	2028	2029
ТОП-700 рейтинга QS Number of educational programs within double-degree education with partner universities from the QS rankings TOP-700	unit	3	3	4	5	6	7	8

**Objective 3.1.** *Creating joint educational programs, double degree programs, training programs for personnel with the proficiency of English language.*

The university will create new joint educational programs with foreign universities, double degree programs and increase programs that train personnel with English language proficiency.

The university will provide the improvement of the professional competence of teachers for high-quality training and inclusion of educational programs in the subject ratings of world agencies.

The university will recruit educational programs abroad to attract foreign students and create a regional educational hub.

The university will promote the KKU foreigners club program for social and cultural adaptation and improvement of intercultural interaction of foreign students and teachers.

**Key indicators:**

No.	Target indicator	unit	Planning period (in yeras)						
			2023	2024	2025	2026	2027	2028	2029
16	Number of teaching staff teaching in English out of the total number of teaching staff	people	40	40	42	45	47	47	50
	Percentage of teaching staff teaching in English of the total number of teaching staff	%	7,1	7,1	7,5	8,0	8,4	8,4	9,0
17	Number of joint educational programs	unit	4	6	6	6	6	7	7
	Percentage of joint educational programs	%	3,5	5,3	5,3	5,3	5,3	6,2	6,2
18	Contingent of students studying under programs of foreign branches created on the basis of the university	per.	-	75	85	95	105	115	125
19	The involvement degree of foreign universities' branches in the university activities	%	-	5	5	5	5	5	5
20	Number of programs included in QS-BY SUBJECT, TOP-100	unit	-	-	2	3	4	5	6

**Objective 3.2.** *Creation of projects (programs) to attract foreign specialists and students*

The university will expand the geography of partnerships with leading foreign universities and will introduce programs to attract foreign specialists and students, as well as academic mobility (joint program, double degree program, minor program, MBA business education).

The university will develop unique programs to attract foreign students (social packages and scholarship programs).

The university will become a Center of Academic Excellence in the Aral Sea region with unique scientific and educational laboratories and human resources.

**Key indicators:**

No.	Key indicator	unit	Planning period (in years)						
			2023	2024	2025	2026	2027	2028	2029
21	Percentage of students who arrived under the academic mobility program from abroad for a period of at least trimester, semester, academic year from the total number of students	%	-	0,1	0,2	0,25	0,3	0,3	0,3
22	Percentage of students who went abroad under the academic mobility program for a period of at least trimester, semester, academic year from the total number of students	%	0,5	0,6	0,7	0,8	1	1,5	2
23	Percentage of students studying as part of academic mobility financed by the university out of the total number of students	%	0,3	0,4	0,5	0,6	0,8	1,2	1,5
24	Percentage of foreign experts involved in teaching activities	%	3,5	3,8	4	4,5	5	5,5	6
25	Percentage of foreign students out of the total number of students	%	0,4	0,6	0,8	1	1,2	1,5	2

**Goal 4. Formation of the personality of a future competitive specialist with high social responsibility, abilities for creative self-realization and active citizenship**

**Target indicator:**

Target indicator	unit	Planning period (in years)						
		2023	2024	2025	2026	2027	2028	2029
The share of students involved in organized social activities, including through student self-government and the debate movement in order to increase the level of citizenship and patriotism	%	35	40	45	50	55	60	65

**Objective 4.1.** *Providing a favorable educational environment by creating conditions for self-realization of youth and the formation of a harmonious personality.*

The university will create favorable conditions for the formation of a creative, sociable personality with critical thinking and entrepreneurial skills who can work

in a team. For this purpose, leisure corners, as well as youth clubs (centers), will function in all academic buildings.

The university will provide the systematic functioning of the main co-working center to support student initiatives and organize creative and art exhibitions, master classes, music competitions and festivals, and workshops.

The university will ensure the effective functioning of the center for psychological support for students and employees to create favorable psychological, social and socio-pedagogical conditions for educational activities and full socialization of the individual.

**Key indicators:**

No.	Target indicator	unit	Planning period (in years)						
			2023	2024	2025	2026	2027	2028	2029
26	Students' satisfaction with the creation of conditions for personal development and education	%	77	78	78	79	79	80	80
27	Opening of a coworking center	unit	-	1	-	-	-	-	-
28	Opening of the Center for social and psychological assistance	unit	1	-	-	-	-	-	-

**Objective 4.2.** *Expanding the volunteer movement among students, contributing to the social and cultural development of the city and popularizing sustainable development goals.*

The university will create a volunteer front office “Korkyt Ata Volunteers”, where students can choose a suitable project on or off campus for the entire period of study.

The university will continue social support for students and develop new programs (projects) to provide social assistance.

The university will develop the UN sustainable development goals within the framework of the Sustainable Development Strategy of NLC “Korkyt Ata Kyzylorda University” until 2030.

**Key indicators:**

No.	Key indicator	unit	Planning period (in years)						
			2023	2024	2025	2026	2027	2028	2029
29	Percentage of students receiving social support	%	10	10	10	10	10	10	10
30	Percentage of students involved in volunteer activities out of the total number of students enrolled in undergraduate programs	%	25	27	30	32	34	35	36
31	Number of university student teams participating in the National Student League	unit	2	3	3	4	4	5	5

**STRATEGIC DIRECTION 2.  
DEVELOPMENT OF SCIENCE AND INTERNATIONAL COOPERATION**

**Goal 1. Creation of conditions for increasing the contribution of scientists to the development of social and economic growth of the region and improving the lives of the population.**

**Target indicator:**

Target indicator	unit	Planning period (in years)						
		2023	2024	2025	2026	2027	2028	2029
Number of citations per teacher	unit	1	1	1,1	1,2	1,3	1,4	1,5

**Objective 1.1.** *Increasing funding sources by attracting grants and international projects, finding investors for new and fast-growing projects.*

The university will continue to develop priority areas of science required for the development of the region, as well as to increase the contribution to Kazakh science.

The university will provide maximum participation of teaching staff and students in projects funded by grants, commissioned by local executive bodies and companies, and will also increase the participation of scientists in international projects.

The university will make mutually beneficial agreements with private partners (companies and business structures) to increase the efficiency of scientific development and commercialization of technologies.

**Key indicators:**

No.	Key indicator	unit	Planning period(in years)						
			2023	2024	2025	2026	2027	2028	2029
1	Number of commercialized research projects	unit	2	4	6	8	10	12	14
2	Volume of private co-financing of commercialized projects of RSTA and applied scientific research (LEB business representatives)	mln.tenge	35	35	40	42	44	48	50
3	Number of funded research projects (by grant funding) carried out at the university	unit	8	10	12	14	16	18	20
4	Number of scientific projects financed by local executive bodies and business representatives out of the total number of scientific research projects	unit	4	6	8	10	12	14	16
5	Percentage of current international scientific projects from the total number of scientific projects	%	5	10	10	15	15	20	20

**Objective 1.2.** *Providing the transfer of knowledge, commercialization of technologies, results of scientific and (or) scientific and technical activities*

The university will continue to update its material and technical base for the implementation of fundamental and applied research.

Within the framework of the Center for Academic Excellence project, the university will open innovation laboratories and create a modern infrastructure for training competitive personnel.

The university will increase the number of specialized scientific journals included in the list of recommended publications of the Ministry of Science and Higher Education of the Republic of Kazakhstan and in leading world databases.

The university will create a scientific and technological park, which will become a single complex for the commercialization and transfer of technologies, testing of theoretical knowledge in production, carrying out testing and development work. The science and technology park will become a place for incubation and implementation of Start-up projects of students and young scientists.

**Key indicators:**

No.	Target indicator	unit	Planned period (in years)						
			2023	2024	2025	2026	2027	2028	2029
6	The number of memorandums and agreements on mentorship accepted with representatives of major businesses in the field of scientific and innovation activities	unit	1	2	3	4	5	6	7
7	Number of joint dissertation councils with scientific research institutes	unit	-	1	1	2	2	3	3
8	Number of research institute scientists on the university teaching staff on a part-time basis and/or hourly pay	unit	5	5	10	10	15	15	20
9	Number of patents received within the framework of research work, implemented at the expense of the state budget	unit	1	2	2	3	3	4	5
10	Number of start-up projects implemented by employees and students	unit	36	38	40	42	44	46	50

**Objective 1.3.** *Stimulating scientific activities to support intellectual potential and attract young talent to research, ideas generation, and new product creation*



The university will enhance the KPI (Key Performance Indicator) system to stimulate the scientific activity of teaching staff and employees. It will continue to develop incentives based on the outcomes of scientific research, including publications in high-impact journals.

The university will increase the number of teacher-researchers and will develop a postdoctoral program to attract foreign researchers and young talent to the field of science.

The university will continue to provide grants (university grants) for young scientists to support their research activities.

The university will maintain and promote the continuity of scientific schools through master, doctoral and postdoctoral programs.

**Key indicators:**

No.	Key indicator	unit	Planned period (in years)						
			2023	2024	2025	2026	2027	2028	2029
11	Percentage of teaching staff engaged in research work within scientific projects of the total number of teaching staff	%	25	35	35	45	45	55	60
12	Number of young teaching staff engaged in research work (up to the age of 40) (involvement in scientific projects under the GF/PTF)	people	20	25	30	40	50	60	70
13	Number of students involved in research activities	people	15	15	20	20	25	30	35
14	Number of teaching staff articles in indexed scientific journals	unit	120	150	200	220	230	240	250
15	Number of articles and reviews by university employees in high-ranking publications Q1, Q2 Journal Citation Reports JCR	unit	5	8	10	12	14	16	20

**Goal 2: Development of international cooperation and enhancement of the university image on the global stage**

**Key indicator:**

Key indicator	unit	Planned period (in years)						
		2023	2024	2025	2026	2027	2028	2029
Position of the university in the QS WUR ranking	place	1200-1400	1200-1400	1200-1400	1200-1400	1200-1400	1200-1400	1001-1200

**Objective 2.1. Development of the professional level of teaching staff and employees, expansion of international partnerships**

The university will provide maximum participation of teaching staff and research staff in the “500 scientists” project, national/international programs for scientific/educational internships, and projects.

The university will develop its own program to enhance the professional level of teaching staff and researchers in top foreign universities and centers.

The university will create conditions for the study of English and Korean languages on a complimentary basis. Measures to incentivize proficiency levels in the English language will be devised.

The university will increase the number of mutually beneficial memorandum with foreign universities and centers. Three representative offices will be established abroad.

The university will promote the university's brand. In order to increase recognition and competitiveness, the university will continuously participate in subject and global rankings of the world universities.

**Key indicators:**

No.	Key indicator	unit	Planned period (in years)						
			2023	2024	2025	2026	2027	2028	2029
16	Number of scientists who completed internships in leading scientific centers of the world	people	6	14	20	25	30	35	40
17	Number of agreements (memorandums) with the world leading scientific centers to strengthen the integration of domestic science into the international scientific space	unit	1	2	3	4	5	6	7
18	Number of research projects and programs within international collaboration based on intergovernmental agreements	unit	-	-	1	1	2	2	2
19	Opening representative offices (or branches) in foreign countries	unit	-	1	-	-	-	-	-

**STRATEGIC DIRECTION 3.  
MODERNIZATION OF INFRASTRUCTURE AND DIGITALIZATION**

**Goal 1: Modernize the Infrastructure to Create Comfortable Conditions for Students and Staff**

**Key indicators:**

Key indicator	unit	Planned period (in years)						
		2023	2024	2025	2026	2027	2028	2029
The share of attracted investments for the development of the university from the total income of the university, including within the framework of the endowment fund	%	0,25	0,29	0,32	0,38	0,44	0,46	0,5

**Objective 1.1** *Material and technical update of the classroom facilities for student safety and to enhance the quality of work for the intellectual and creative elite*

The university will increase funding to improve the material and technical base, create new classrooms, and enhance leisure centers in all buildings.

The university will attract sponsors and funds from the Endowment Fund to establish educational and research laboratories, sports facilities, effectively utilize recreational areas, and operate co-working centers.

The university will continue construction and renovation work to update classrooms, dormitories, training areas, and laboratories. Due to the increasing number of students and the opening of a branch of the School of Artificial Intelligence and Business Incubation under a strategic partnership with SeoulTech, construction of a new campus will start in 2027.

**Key indicator:**

No.	Key indicator	unit	Planned period (in years)						
			2023	2024	2025	2026	2027	2028	2029
1	Volume of attracted investments for the development of the university from the total income of the university, including within the framework of the endowment fund	thousand tenger	14588	23 973	28 498	35100	38400	43000	50720
2	Percentage of funds spent on upgrading educational and scientific equipment	%	5,5	6	6,5	7	7	8	8
3	Number of dormitory beds introduced	unit	60	-	200	200	-	450	-

## Goal 2. Development of digital architecture

### Target indicator:

№	Целевой индикатор	unit	Planned period (in years)						
			2023	2024	2025	2026	2027	2028	2029
1	Share of management processes digitized	%	50	60	65	70	75	75	75

**Objectives 2.1** *Providing the digital environment for educational, scientific activities, and all business processes*

The university will continue to automate data exchange for managerial decision-making and improve the electronic document management system.

The university will establish a unified information system, E-univer.korkyt.kz, aimed at enhancing communication and mobility across all types of business processes.

The university will ensure safe conditions for learning, work, and living. The video surveillance system and other means to ensure a comfortable environment in all buildings will be updated and modernized.

The university will provide access to informational and global resources and will enhance the digital ecosystem.

### Key indicators:

No.	Key indicator	unit	Planned period (in years)						
			2023	2024	2025	2026	2027	2028	2029
4	Wi-Fi coverage share by zones	%	70	80	90	90	95	95	100
5	Expanding the channel speed for a Wi-Fi network	Mb/sec	600	600	700	700	800	800	1000
6	Digitization of the library fund	unit	9200	9700	10200	10500	11000	11500	12000
7	Access to domestic information resources (databases)	unit	9	9	9	10	10	11	12
8	Access to international information resources (databases)	unit	3	3	3	3	3	3	3

## 5. EXPECTED RESULTS

Solving the assigned tasks will ensure the achievement of the following expected results:

### **On strategic direction 1 “Innovative support of educational activities and internationalization”:**

- position of the university in the international QS WUR ranking – 1001-1200;
- training of specialists in 3 global educational programs;
- employment of bachelor's degree graduates – at least 82%;
- student satisfaction with the educational process – 91%;
- functioning of the lifelong learning system for the adult population, taking into account the skills and competencies of the previous level of education, as well as the results of informal education;
- adaptive educational environment for persons with special educational needs;
- functioning of Change School, business incubator, SeoulTech.

### **On strategic direction 2 “Development of science and international cooperation” includes:**

- the share of teaching staff engaged in research work within the framework of scientific projects out of the total number of teaching staff – 60%;
- number of funded research projects (by grant funding) carried out at the university - 20;
- number of teaching staff articles in indexed scientific journals – 250;
- number of articles and reviews by university employees in the highly rated publications Q1, Q2 Journal Citation Reports JCR – 20.

### **On strategic direction 3 “Infrastructure modernization and digitalization”:**

- comfortable conditions for comprehensive intellectual and creative self-realization of students and teachers;
- optimization of university business processes into a digital format – 75%.

## 6. RESOURCES

In order to implement the Development Program, the university has the necessary human, financial, and library resources.

**Human resources.** Educational activities at the university are carried out by 535 lecturers, including 26 doctors of sciences, 43 (PhD) doctors, 193 candidates of sciences, 251 masters. In order to improve the quality of teaching, to ensure close connection with production, candidates and doctors of sciences, specialists of relevant industries are invited concurrently.

40 people are holders of a fellowship of the international Bolashak program. According to the project "500 scientists" 6 people were trained in 2022-2023 and 14 people - in 2023.

38 lecturers are holders of the title "The best university teacher of the Republic of Kazakhstan". 27 teachers are the full members of the Russian Academy of Architecture and Construction Sciences, the Russian Academy of Engineering, the International Academy of Engineering, the Kazakh National Academy of Education, the Kazakh National Academy of Engineering, the International Academy of Sciences of Pedagogical Education, the Academy of Pedagogical Sciences of the Republic of Kazakhstan, the National Academy of Natural Sciences of the Republic of Kazakhstan.

The honorary title "Honored Worker of Kazakhstan" is awarded to 6 university teachers, the award title "Enbek danky" (Labour glory) is given to 1 teacher, the Medal "Kurmet" (Respect) – 5 teachers, the medals "Yeren enbegi ushin" (For hard work) – 8 teachers.

"Honored Master of Sports of the Republic of Kazakhstan" is awarded to 1 teacher, "Master of Sports" - 1, the title "Honored Sports figure of Kazakhstan" is given to 1 person, the owner of the badge "Honored sports figure" - 1 person, the title "Honorary Worker of Sports of the Republic of Kazakhstan" is awarded to 1 person, 5 people have the title of "Honored Trainer of the Republic of Kazakhstan". 1 person was awarded the badge "Figure of Culture", and 2 people were awarded the badges "Excellence in Culture of the Republic of Kazakhstan".

The university infrastructure includes 10 academic buildings, Students Palace, the Seyhun sports and recreation complex, 6 student canteens, a library with 4 reading rooms and a modernized library in Open space format, an agrobiological site with a greenhouse, a tactical training ground of the military department and 5 dormitories.

**Library resources.** The total book fund of the university scientific library is 2119193 copies.

Since December 2020, the automated integrated library system "MegaPro" has been functioning.

Library users are given access to the databases of domestic electronic libraries "AlemBook" (<https://alemlibrary.kz/>), RMEB (<http://rmebrk.kz>) Republican Interuniversity Electronic Library, (KazNEB) <http://kazneb.kz/> , to

the use of world resources of scientific and technical information The Web of Knowledge(ClarivateAnalytics)<https://clarivate.com/webofsciencegroup/solutions/web-of-science>, Elsevier information database <https://www.elsevier.com/solutions/scopus> of the SciVerseScienceDirect company, use the resources of the POLPRED Information Foundation <https://polpred.com/> and the scientific electronic library <https://elibrary.ru/defaultx.asp> for free, and have a subscription to the ELS “University Library Online” (<https://biblioclub.ru/>).

In order to digitize the library fund, a high-speed Optima A2 scanner was purchased at a cost of 6496 thousand tenge. In the 2022-2023 academic year, 647 copies of electronic versions of books were compiled, and an electronic version of the publication in the amount of 9308 copies was introduced into the general electronic database.

95% of published textbooks, teaching aids, methodological guidelines, monographs and electronic textbooks of the university teaching staff were prepared in the Kazakh language.

### Financial resources, thousand tenge

No	Types of income	Years						
		2023	2024	2025	2026	2027	2028	2029
	<b>Budget resources</b>							
1	Training of specialists with higher and postgraduate education	3 421 439,9	4 154 250	4 248 866	4424 137	4 752 068	5 140 157	5532 924
2	Academic mobility of students	13347,9	14 100	15 000	17 000	20 000	23 000	25 000
3	Grant funding for scientific research	293843,5	382 200	400 000	450 000	500 000	550 000	600 000
4	Attracting foreign specialists to teaching activities	7360	10 500	15 000	18 000	22 000	25 000	27 000
5	Financing from the local budget	31784,2	5 100	12 000	15 000	18 000	21 000	24 00
6	Financing from the republican budget for the creation of the Center for Academic Excellence		1 500 000	1 250 000	1250 000			
7	Program-targeted financing	250 000	250 000	250 000				
	<b>Total budget funds</b>	<b>4 017 775,5</b>	<b>6 066 150</b>	<b>6 190 866</b>	<b>6 174 137</b>	<b>5 312 068</b>	<b>5 776 140</b>	<b>6 187 324</b>
	<b>Extra budgetary funds</b>							
7	Scientific research	70 350,9	90 000	110 000	130 000	150 000	160 000	170 000
8	Provision of paid educational services	2 277 790,1	2 506 750	2 832 577	2 949425	3 168 046	3 438 093	3 688616
9	Provision of other	169133,5	210 000	230 000	250 000	300 000	330 000	370 000

	paid educational services							
	<b>Total extra budgetary funds</b>	2 517 274,5	2 806 750	3 172 577	3 329 425	3 618 046	3 928 093	4 228 616
	<b>TOTAL</b>	6 535 050	8 872 900	9 363 443	9 503 562	8 930 114	9 704 223	10 415 940



## 7. DECODING ABBREVIATIONS AND GLOSSARY

**LEB** – local executive bodies

**EP** – educational program

**TS** - teaching staff

**SeoulTech** – Seoul National University of Science and Technology

**JEP** – joint educational program

**International educational program** – a special training program that provides the opportunity for students and teachers to receive education or spend an academic semester outside their country. This program is being developed and implemented within the framework of cooperation between educational organizations from different countries.

**Organized social activities** - public life of the university, charity events in orphanages, boarding schools for children with special educational needs, for World War II and labor veterans, marathons, concert programs, student government, clubs and public organizations, competitions, festivals, flash mobs, volunteering, debates.

**Cooperation or collaboration**- a process of joint activity in any area of two or more people or organizations to achieve common goals, in which knowledge is exchanged, learning and agreement is reached (consensus).

**Endowment fund**- a targeted fund intended for use for non-profit purposes, as a rule, to finance educational, medical, and cultural organizations.