



REPORT

on the results of activities

of the M. Utemisov West Kazakhstan University for 2025



Sergaliyev Nurlan Khabibullovich

Chairman of the Board - Rector, Candidate of Biological Sciences, Professor

GOALS, PRIORITIES AND KEY INDICATORS

1 GOAL

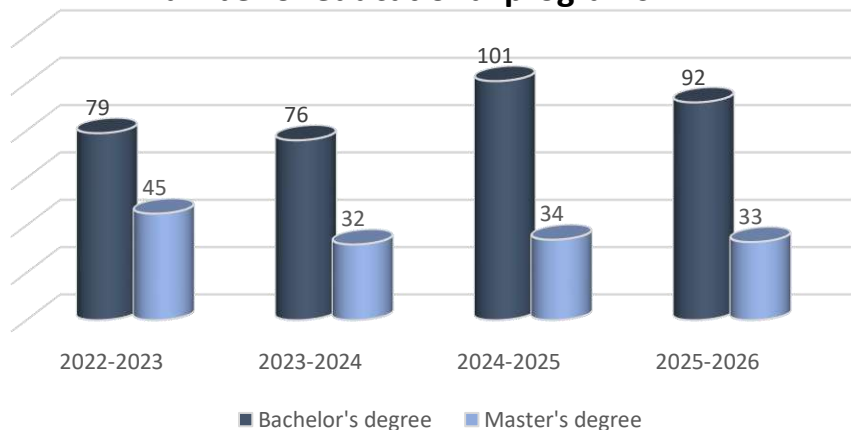
Enhancing the global competitiveness of education and providing economic sectors with competitive personnel with higher and postgraduate education

Indicator	Name of key indicators, unit of measurement	Plan	Actual	Degree of implementation, %
Priority area 1.1. Modernization of educational content and ensuring high-quality training of competitive personnel				
final	Percentage of graduates employed in the first year after graduation, %	84,3	84,3	100
direct	Educational services in higher and postgraduate education, persons	6500	6863	105,6
direct	Other educational services, number	38	51	134,2
quality	Number of students enrolled in Silver University programs, number	45	67	148,9
quality	Number of students enrolled in informal education programs (excluding Silver University), number	100	105	105
quality	Number of students enrolled in informal education programs aimed at improving digital literacy, aged 6-74, number	110	112	101,8
quality	Percentage of teaching staff teaching in English out of the total number of teaching staff, %	19,8	19,8	100
quality	Percentage of first-year students who have completed a course on the basics of financial literacy, %	100	100	100
quality	Percentage of graduates who have undergone a qualification assessment (assessment of professional preparedness), %	71,0	87,9	123,8
quality	Percentage of graduates who completed advanced training and retraining programs at universities developed in collaboration with businesses, followed by employment and career growth (Upgrade professional courses)	1,8	2,3	127,8
quality	Implementation of the Inclusive Education Model in collaboration with the Ministry of Education and Science: percentage of updated educational programs taking into account the new inclusive education model	36,4	62,4	171,4
quality	Implementation of the Inclusive Education Model in collaboration with the local executive bodies: percentage of teaching staff who have upgraded their qualifications based on the inclusive education model	65,8	74,8	113,7
quality	Percentage of teaching staff who have undergone retraining or advanced training at the expense of the university, %	7,5	7,9	105,3
Priority area 1.2. Improving the management and monitoring of higher and postgraduate education				
quality	Percentage of accredited educational programs out of the total number of educational programs at the university, %	90,7	91,2	100,5
quality	Percentage of the official language in the total document flow, %	92,0	92,6	100,6
quality	Percentage of women on the Company's board of directors, %	33,3	16,7	50,1
quality	Percentage of women on the Company's executive body, %	50,0	25,0	50,0
quality	Percentage of women among the heads of the Company's structural divisions, %	74,0	74,0	100
Priority area 1.3. Infrastructure development and digitalization				
quality	Percentage of students using global digital libraries in the educational process, %	21,6	21,7	100,4
quality	Level of conditions created for inclusive education at the university, %	80,0	80,0	100
quality	Share of funds spent on updating the library collection, %	1,1	1,1	100
quality	Share of digitized documents on higher and postgraduate education available in the eGov Mobile app, %	90,0	100	111,1
quality	Percentage of public services provided in electronic format, %	95,0	96,9	102,0
quality	Amount of investment attracted for the development of the university as a percentage of the university's total income, including within the framework of the endowment fund, %	0,3	0,3	100
quality	Percentage of funds spent on updating scientific equipment, %	5,7	5,7	100

EDUCATIONAL ACTIVITIES

(1.1. Modernization of educational content and ensuring high-quality training of competitive personnel)

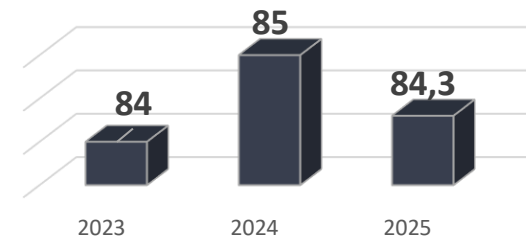
Number of educational programs



Student enrollment dynamics for 2023-2025 (persons)

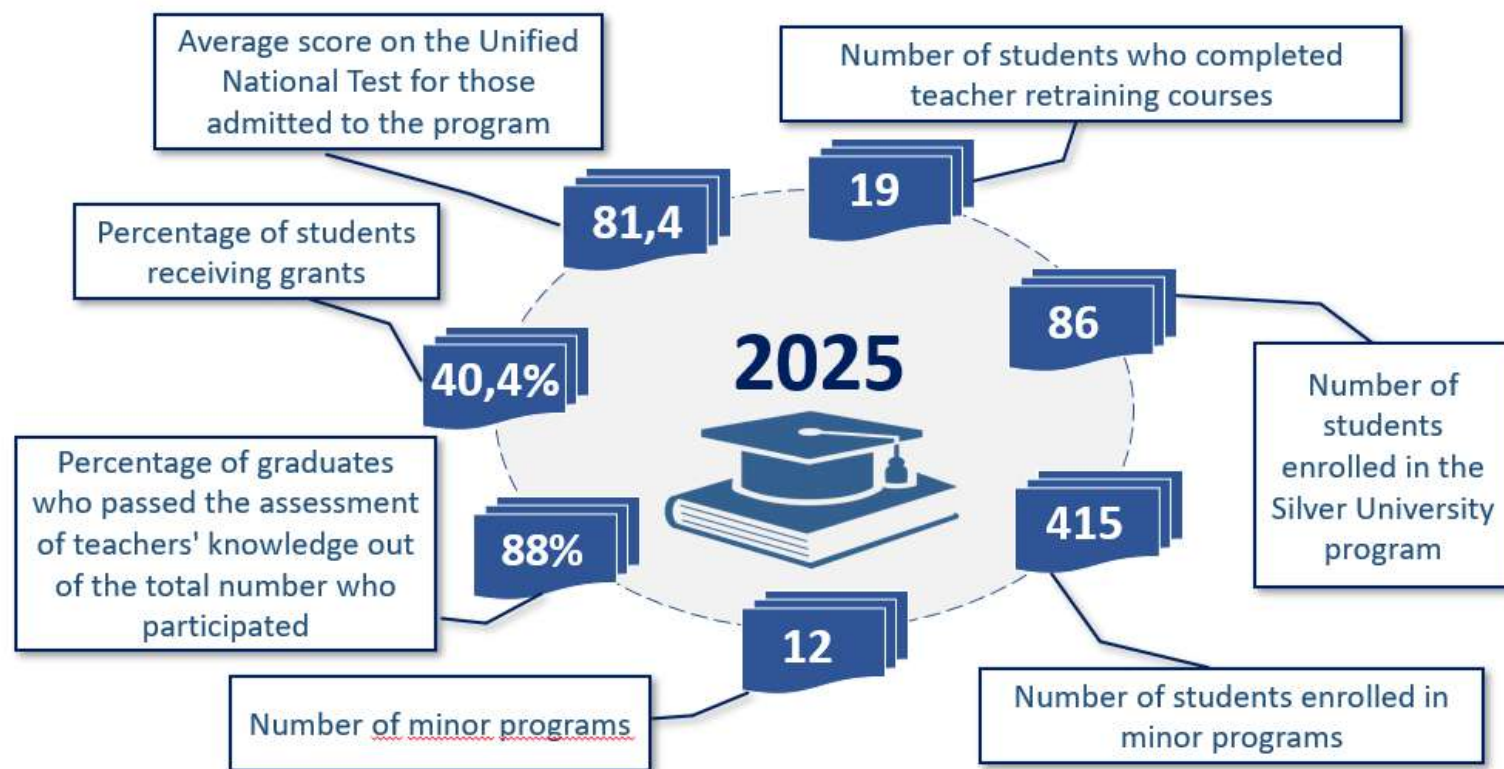
	2023	2024	2025
Total	6 265	6 611	6863
Bachelor's degree	5 857	6 078	6495
Master's degree	408	533	368

Employment dynamics of graduates for 2023-2025 (%)



Under the World Bank's "Modernization of Secondary Education" project, the M. Utemisov WKU will scale up 16 innovative project-based educational programs in the 2024-2025 academic year:

- CHEMISTRY
- BIOLOGY
- PHYSICS
- MUSICAL EDUCATION
- PRESCHOOL EDUCATION
- PRIMARY EDUCATION
- ART EDUCATION
- HISTORY AND SOCIAL STUDIES
- KAZAKH LANGUAGE AND LITERATURE
- GEOGRAPHY
- MATHEMATICS
- RUSSIAN LANGUAGE AND LITERATURE IN SCHOOLS WITH RUSSIAN AND NON-RUSSIAN LANGUAGES OF INSTRUCTION
- FOREIGN LANGUAGES
- COMPUTER SCIENCE
- PHYSICAL EDUCATION AND SPORTS
- PSYCHOLOGY



PARTICIPATION IN THE “MAMANDYGYM - BOLASHAGYM” PROJECT

(1.1. Modernization of educational content and ensuring high-quality training of competitive personnel)

The university participated in the implementation of the following stages of the project:

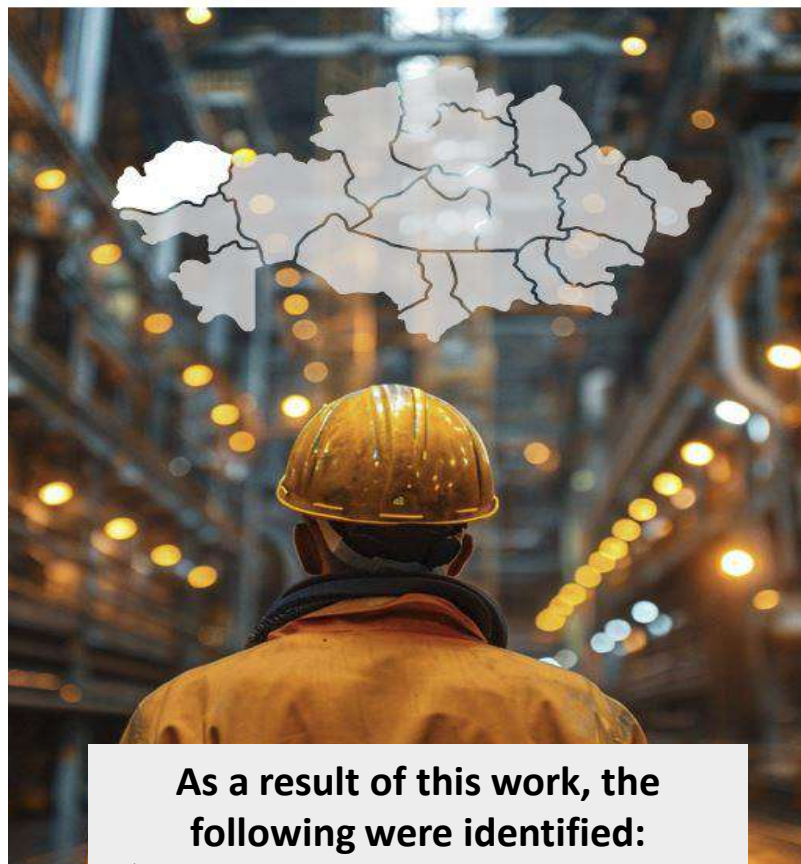
- ✓ Stage 2. Sociological research (part 2): in-depth interviews (October 27 to November 13, 2025);
- ✓ Stage 3. Organization and conduct of foresight sessions (October 20 to 23).

Priority industries and sub-industries:

1. Mining and quarrying: Extraction of crude petroleum and associated gas;
2. Manufacturing: Manufacture of refined petroleum and gas products;
3. Manufacturing: Manufacture of machinery and equipment;
4. Manufacturing: Production of food products;
5. Construction;
6. Transportation and warehousing;
7. Agriculture, forestry, and fisheries;
8. Education.

WEST KAZAKHSTAN REGION

STAFFING ROADMAP



As a result of this work, the following were identified:

- ✓ 92 new professions;
- ✓ 50 transforming professions;
- ✓ 44 disappearing professions;
- ✓ 62 professions in acute shortage.



2027

EDUCATIONAL DESIGNER

This specialist creates and designs effective educational programs, courses, and digital learning platforms using principles of pedagogy, psychology, and design.

Key Competencies:

studying the needs of the education sector, defining learning objectives, monitoring the quality and effectiveness of materials, developing the structure of programs (texts, videos, tests) for blended, offline, and online courses.

Soft Skills:

digital literacy, design and visual modeling, critical and creative thinking, teamwork skills.

Education:

micro-qualification/Minor.



2028

CONTENT MANAGER

It is a specialist who creates, edits, organizes, and promotes informational content, with knowledge in the fields of marketing, advertising, public relations, and internet marketing.

Key Competencies:

ability to create and edit texts, graphic editors, and create CMS content plans, such as WordPress, understanding of responsible design principles.

Soft Skills:

digital literacy, analytical thinking, decision-making, teamwork skills.

Education:

micro-qualification/Minor.



2029

CAREER GUIDANCE ANALYST BY INDUSTRY

Using labor market and industry analysis, this professional assists graduates in choosing a profession by applying psychological methods. This expert analyzes the client's interests, abilities, and values, then matches them with the requirements of various fields to help them choose the optimal career path.

Key Competencies:

the specialist conducts psychological analysis, researches the state of the market and individual industries, and formulates proposals and recommendations based on a comparative analysis of current regulations and decrees.

Soft Skills:

decision-making assistance, psychological support, communication skills, digital literacy, analytical thinking.

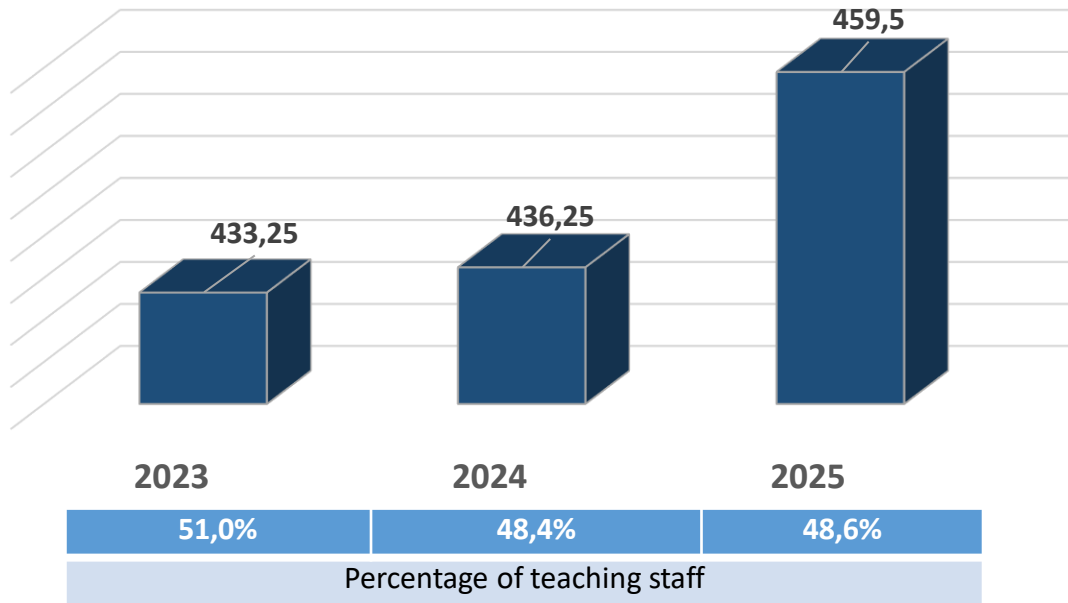
Education:

technical and vocational education, bachelor's degree.

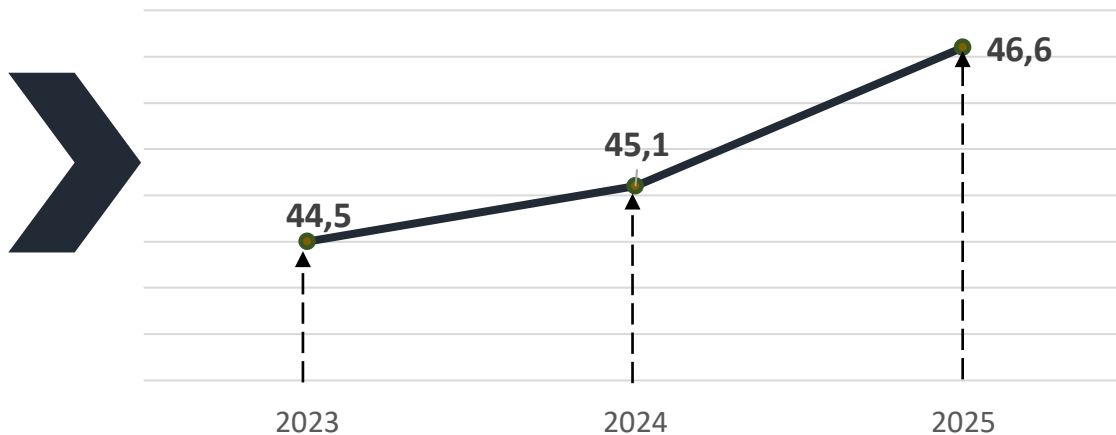
HUMAN RESOURCE POTENTIAL AND SALARIES OF TEACHING STAF

(1.1. Modernization of educational content and ensuring high-quality training of competitive personnel)

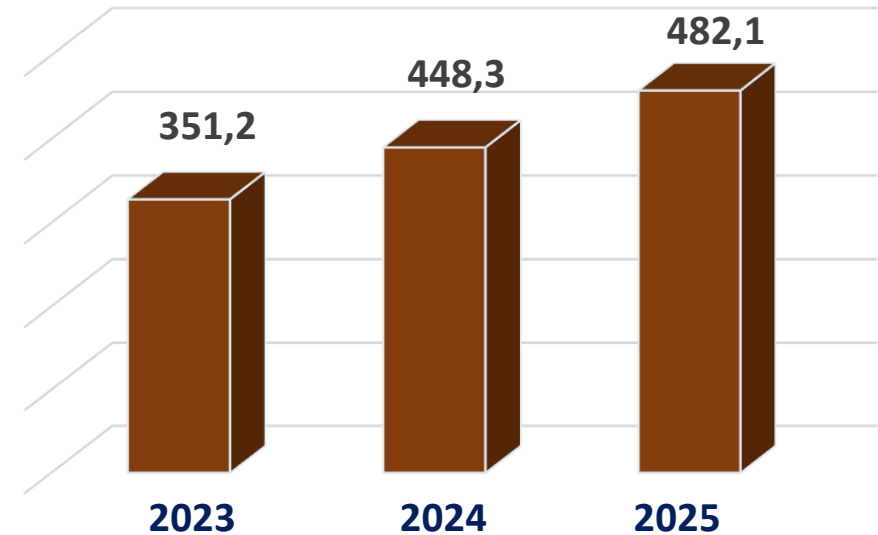
Dynamics of teaching staff numbers for 2023-2025



Change in degree-holding staff percentage for 2023-2025



Change in the average salary of teaching staff for 2023-2025 (thousand tenge)



Average monthly salary of teaching staff by position (thousand tenge)

Teaching staff positions	2023	2024	2025
Professor	495,8	686,6	738,0
Associate professor (docent)	375,0	473,3	508,6
Senior lecturer	289,1	341,9	367,9
Lecturer	245,1	291,4	314,2

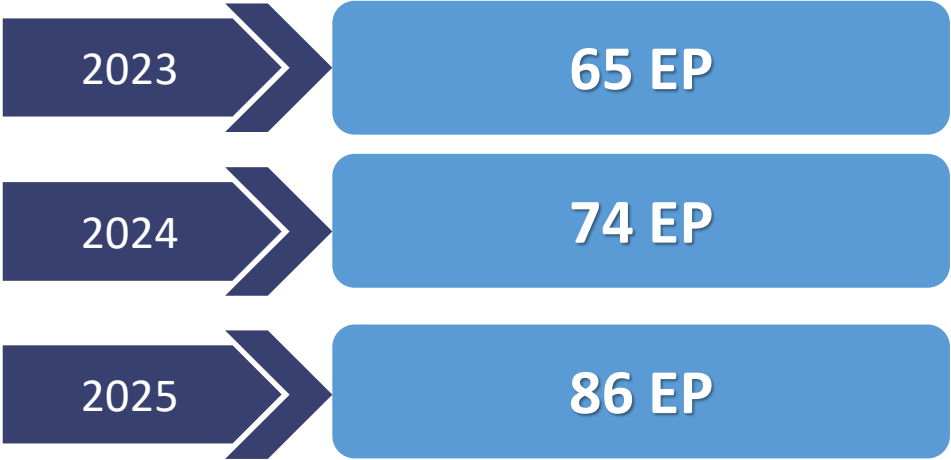
ACCREDITATION AND RATING

(1.2. Improving the management and monitoring of higher and postgraduate education)

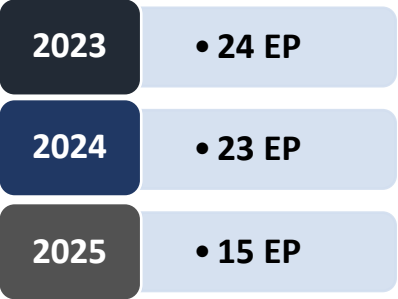
The M. Utemisov WKU underwent international institutional accreditation in 2019 and was accredited by the Independent Agency for Accreditation and Rating for 7 years (until May 23, 2026)



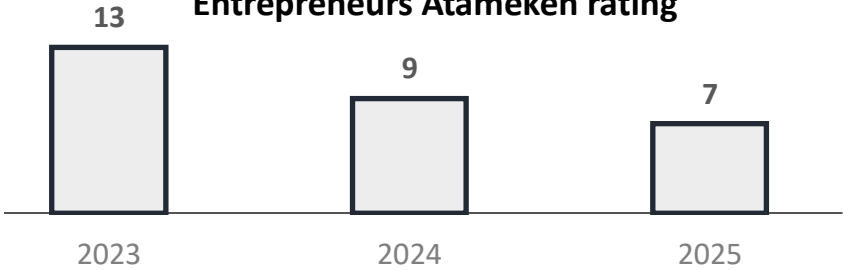
International specialized accreditation of educational programs in IAAR and CAAAE



Number of educational programs included in the TOP 10 in the National Chamber of Entrepreneurs Atameken ranking



Number of EP included in the TOP-3 in the National Chamber of Entrepreneurs Atameken rating

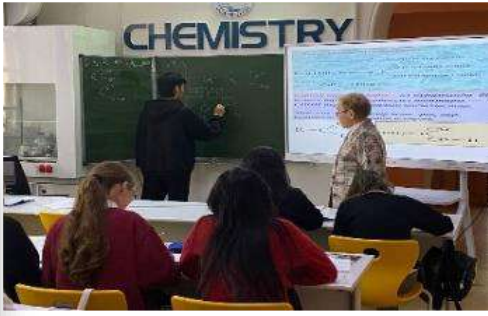


INFRASTRUCTURE DEVELOPMENT AND DIGITALIZATION

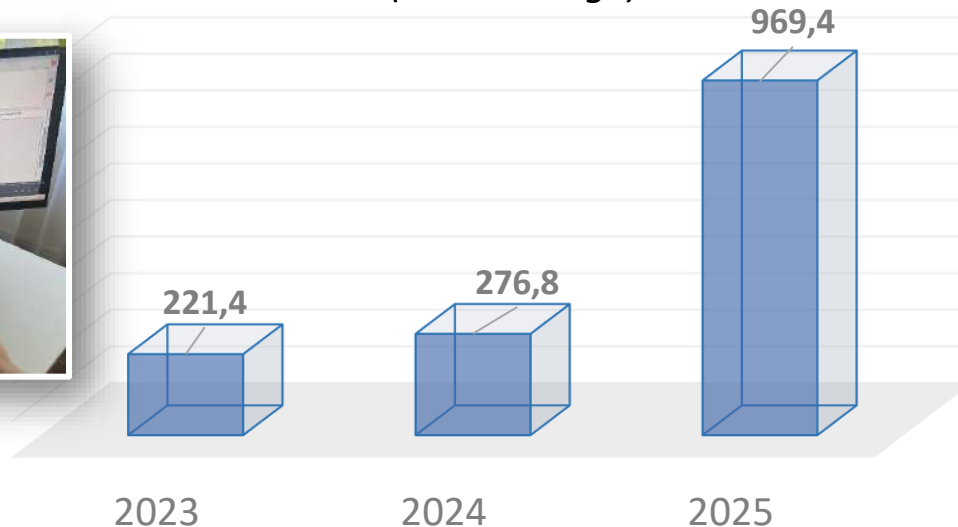
(1.3. Infrastructure development and digitalization)

In the 2024-2025 academic year, a Student Workshop was opened to implement students' entrepreneurial initiatives:

- «Zhan.s brand» sewing workshop;
- «MU Store» brand and designer clothing center;
- Copy center;
- Manicure;
- Lashmaker.



Expenses for the development of material and technical resources
(million tenge)



Purchased and acquired:

in 2024

- Laboratory equipment for biology, geography, chemistry, and physics classrooms;
- Laboratory equipment for educational archaeological excavations;
- Room for psychodiagnostics and psychological counseling, psychotherapy, and psychocorrection;
- Preschool education room;
- Basic Military Training room;
- Criminalistics room.

in 2025

- Art ceramics studio;
- Art metalworking studio;
- Art weaving and Art decor studio;
- Model-making room;
- Fine arts room;
- Ballet halls;
- Training theater;
- Dressing room and costume room.

INFRASTRUCTURE DEVELOPMENT AND DIGITALIZATION

(1.3. Infrastructure development and digitalization)

Online learning: developing digital skills and implementing strategic educational initiatives

Implementation of the AI-Sana innovation program

2024–2025 academic year

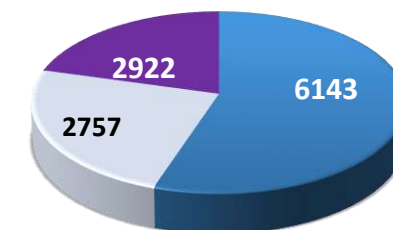
- Stage 0 of the AI-Sana program – **6,830** students enrolled.
- **6,794 (99.5%)** completed the training.
- The training took place from **March 26 to May 16, 2025**, on the **Huawei Academy, Coursera, and Astana Hub** platforms.

2025–2026 academic year

- **2,023 first-year** students joined the program.
- Training runs from **September 15 to December 15, 2025**, with **1,764** participants having completed the program to date.
- The first stage of **AI-Sana** has launched on the Astana Hub mobile app. **143 students** have successfully completed the **Startup Academy** course on technological entrepreneurship.

University statistics in the AI-Sana program

Total number of certificates received: **11,822**



■ Coursera ■ Huawei ■ Lerna -Astana Hab

University initiatives — investing in the digital future

- The **EasyEnglish** project was launched in **September 2025**: **500 students, 100 teachers**, and staff are receiving free online English language training. The project will run for six months.
- Since **October 2025**, teaching staff and administrative staff have been given free access to the **Coursera** platform, which offers more than **12,000** international online courses. The project will run for one year.

INFRASTRUCTURE DEVELOPMENT AND DIGITALIZATION

(1.3. Infrastructure development and digitalization)



Face ID biometric terminals have been installed in all academic buildings as part of the access control and management system.

The AIS “Reference” system, which provides quick online access to various types of references (on education, Appendices 2-1, 3, 4, 6, 9, 31, etc.), was developed to quickly fulfill requests and has issued more than **24,206 documents** since its launch.

Two modules have been developed for the AIS Mahambet:

for viewing data from the database on publications by teaching staff

<https://journal.nnsoft.kz/kpi/publications.php>



to display information about completed professional development courses

<https://journal.nnsoft.kz/kpi/qualification.php>



MOOC PLATFORM OF THE UNIVERSITY

- The number of online courses developed by the university's teaching staff has increased to **66**.



TRAINING ON THE INTERNATIONAL PLATFORM COURSERA

- The university has been granted **1,097** licenses;
- In 2024-2025, **5,230** university students completed training.

The main processes at the university have been digitized:

- The AIS “KPI for teaching staff and employees,” “Advanced training for teaching staff and employees,” and “Publications by teaching staff” have been developed and implemented.
- The capabilities of the Salem Office electronic document management system have been expanded.
- 1.7% of books from the total collection have been digitized for the electronic library;
- 246 plant species have been digitized and added to the electronic herbarium collection.



Purchased:

- Interactive video studio software and hardware complex;
 - 100 computers are replaced annually;
 - Server equipment;
 - Multimedia complex;
- Integrated personnel management system.



INFRASTRUCTURE DEVELOPMENT AND DIGITALIZATION

(1.3. Infrastructure development and digitalization)

The overall goal of the AI agent system is to improve the quality of the educational experience, simplify interaction between all participants in the learning process, and develop the university's digital environment.

UNIVERSITY AI AGENTS



MAKHAMBET TALAPKER AI

A chatbot that provides prospective students and their parents with information about applying to university



MAKHAMBET AI GRANT FINDER

Chatbot for searching for research grants and scholarships



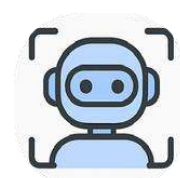
AI «TEACHING ASSISTANT»

Chatbot for students: help with mastering disciplines



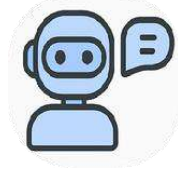
AI «ACADEMIC MENTOR»

Chatbot for students: help in choosing a learning path



MAKHAMBET FACE ID

Chatbot for monitoring student attendance



AI PSYCHOLOGIST

An AI-based chatbot that provides round-the-clock, anonymous, and confidential psychological support

AI Course is an online course created using artificial intelligence tools that provide students with modern, interactive, and accessible video lectures. The project aims to improve the quality of education and automate the creation of educational content.

UNIVERSITY INFRASTRUCTURE DEVELOPMENT PROJECTS

(1.3. Infrastructure development and digitalization)

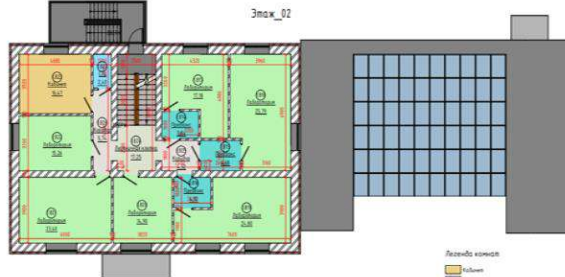
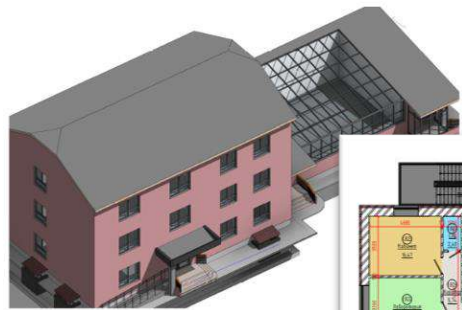


EXTENSION AND MAJOR RENOVATION
OF THE PHYSICAL CULTURE AND HEALTH COMPLEX
(April 2025 – December 2025)

General description
Two-story extension: building area – 620.2 sq. m; total area – 1,386 sq. m; building volume – 7,378 sq. m.

On the **first floor**, there is a hall for weightlifting and general physical training. On the **second floor**, there are rooms for wrestling, boxing, gymnastics, and general physical training.

Major renovation: total area – 1,044.8 sq. m.



CONSTRUCTION OF THE ACADEMIC AND
RESEARCH EXCELLENCE CENTER BUILDING
(August 2025 – August 2026)



General description

Three-story building with laboratory facilities and a greenhouse.

Laboratories:
hydrobiology; bioecology;
microbiology; PCR result analysis;
DNA extraction; PCR mixture
preparation and PCR analysis;
sequencing.

RECONSTRUCTION OF THE CENTER FOR CREATIVE EXCELLENCE BUILDING

(December 2024 – December 2025)

(1.3. Infrastructure development and digitalization)

Cost –
816 101 thousand tenge



General characteristics
Building area – **1,171.9** sq. m; total area – **2,099.2** sq. m; building volume – **11,390.5** sq. m; two-story building



Ballet hall



Exhibition hall



Pottery workshop



Dressing room



Decorative and
applied arts workshop



Fine arts studio



Ceramics workshop



Training theater



Jewelry workshop



Clothing design
studio

GOALS, PRIORITIES AND KEY INDICATORS

2 GOAL

Increasing the contribution
of science to the socio-
economic development of
the region and the country,
expanding international
activities

Indicator	Name of key indicators, unit of measurement	Plan	Actual	Degree of implementation, %
Priority area 2.1. Strengthening scientific potential and the status of scientists				
qualities	Percentage of teaching staff engaged in research work	28,6	28,7	100,3
qualities	Number of researchers who completed scientific internships at leading global scientific centers and universities	5	5	100
Priority area 2.2. Increasing the contribution of science to the sustainable socio-economic development of the region and the country				
final	Number of commercialized research projects, number	1	1	100
final	Average number of publications in high-ranking Q1, Q2 Journal Citation Reports JCR journals per employee, number	3,8	3,8	100
direct	Research and development services, number	12	12	100
qualities	Average number of citations per publication, number	0,8	0,8	100
qualities	Average number of publications in journals included in the list of the Committee for Science and Higher Education of the Ministry of Education and Science of the Republic of Kazakhstan per teacher, number	0,4	0,4	100
qualities	Number of agreements concluded with industrial and commercial partners to implement scientific developments of higher education institutions in their activities, number	2	2	100
qualities	Percentage of active international scientific projects and programs out of the total number of scientific projects, %	10,0	10,0	100
qualities	Ratio of the number of articles and reviews in journals from the main Web of Science indexes to the number of articles and reviews in journals from Scopus, %	50,0	50,0	100
qualities	Amount of funds raised for the creation and development of infrastructure aimed at commercializing scientific developments, thousand tenge	240,0	1000,0	416,7
qualities	Percentage of dissertations defended in the state language: master's thesis, %	73,0	83,7	114,6
qualities	Percentage of scientific and (or) scientific and technical projects in the state language, %	20,0	20,0	100
qualities	Percentage of scientific articles published in the official language: in scientific publications recommended by the Committee for Quality Assurance in Education and Science of the Ministry of Education and Science of the Republic of Kazakhstan for publication of the main results of scientific activity	18,0	19,0	105,5
qualities	Percentage of scientific articles published in the official language: in other domestic scientific journals	22,0	23,0	104,5
Priority area 2.3. Development of international cooperation and expansion of internationalization				
qualities	Number of dual degree programs with foreign universities, number	3	2	66,7
qualities	Number of joint educational programs with foreign universities, number	1	2	50,0
qualities	Percentage of students who went abroad under academic mobility programs, %	0,7	0,7	100
qualities	Percentage of foreign students in the university out of the total number of students, %	0,9	0,9	100
qualities	Percentage of foreign experts from leading universities abroad who have published in highly rated scientific journals involved in teaching activities, %	4,3	8,6	200,0

TRAINING OF NEW SCIENTIFIC AND TEACHING STAFF FOR HIGHER EDUCATION INSTITUTIONS

(2.1. Strengthening scientific potential and the status of scientists)

Training takes place at leading scientific and educational centers in Kazakhstan and Russia

14 university employees are enrolled in doctoral programs in Kazakhstan and postgraduate programs in Russia:

- **13** of them are enrolled in doctoral programs and **1** is enrolled in a postgraduate program.

Completed training:

- in 2022 – **12** (doctoral program – **4**, postgraduate program – **8**);
- in 2023 – **13** (doctoral program – **6**, postgraduate program – **7**);
- in 2024 – **7** (doctoral program – **3**, postgraduate program – **4**);
- in 2025 – **5** (doctoral program – **3**, postgraduate program – **2**).

DEFENDED DISSERTATIONS – 16.

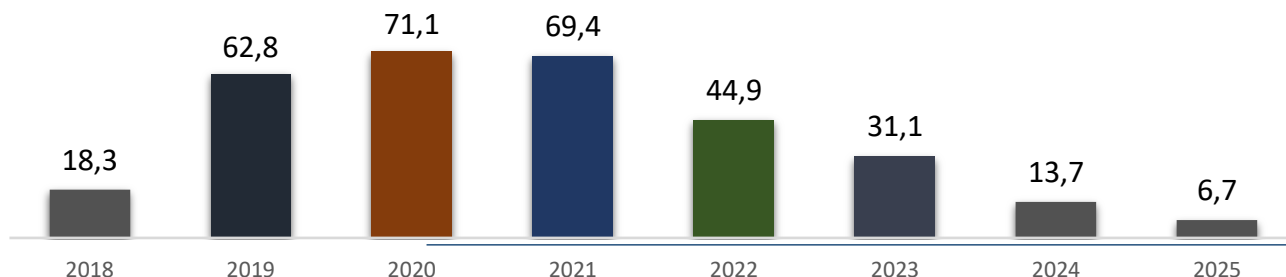
Admission to doctoral studies - **13**:

- 2023-2024 academic year – **4**;
- 2024-2025 academic year - **4**;
- 2025-2026 academic year – **5**.

Completing their studies:

- in 2026 – **5** (doctoral program – **4**, postgraduate program – **1**).

Funding dynamics for the scientific and teaching staff training program from the M. Utemisov WKU funds for 2018-2025 (million tenge)



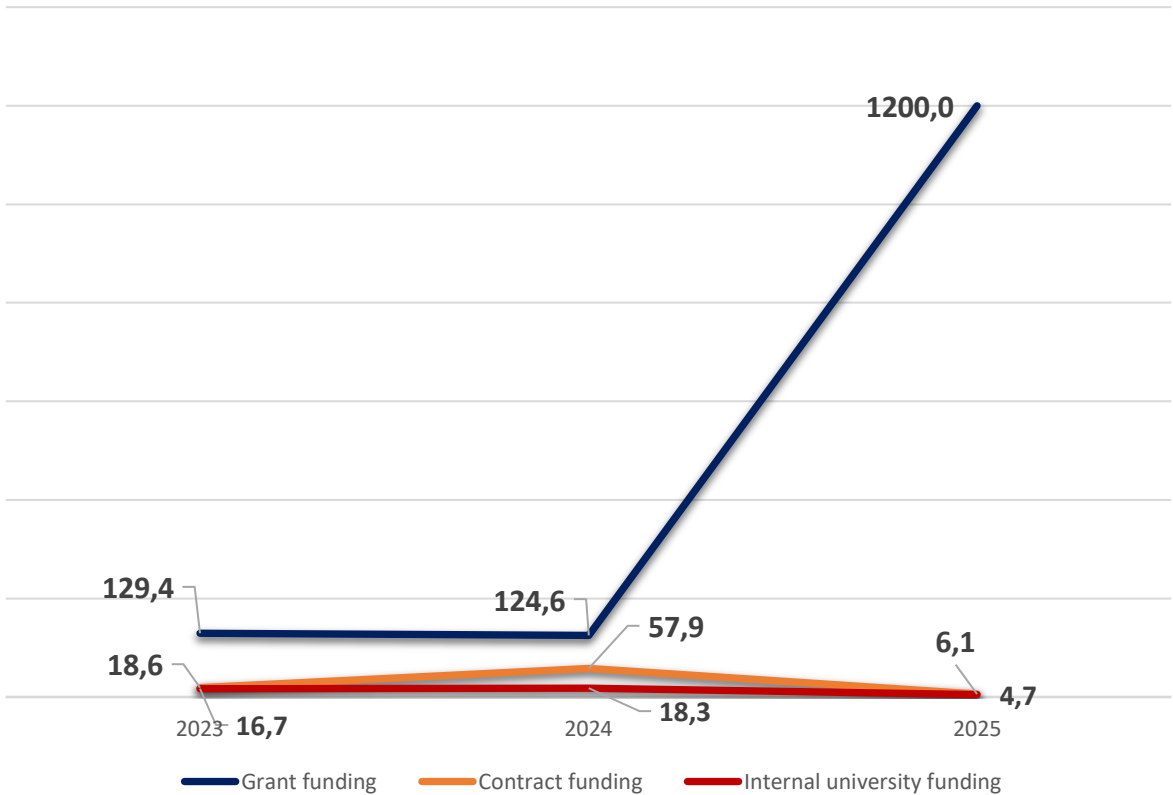
Since September 2025, **Moscow State Pedagogical University** has been training one master's student in the field of **44.04.03 – Special (Defectological) Education**.

In total, between **September 2018 and December 2025**, the university allocated **318.0** million tenge to the program for training scientific and pedagogical personnel in doctoral and full-time postgraduate studies.

RESEARCH AND DEVELOPMENT ACTIVITIES

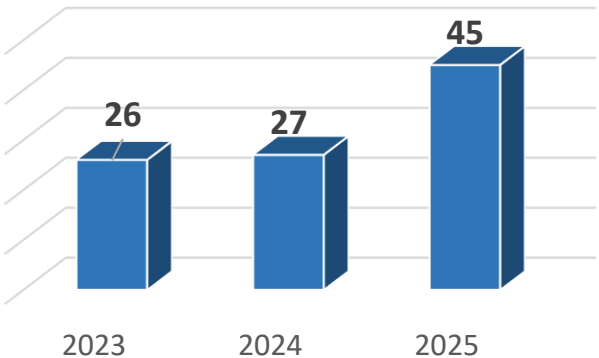
(2.2. Increasing the contribution of science to the sustainable socio-economic development of the region and the country)

Dynamics of research and development funding for 2022-2025 (million tenge)

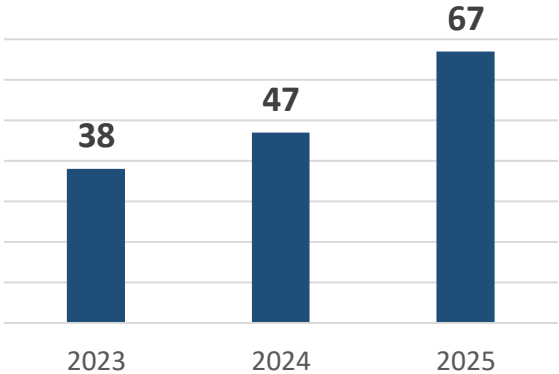


	2023	2024	2025
Total	164,7	200,8	1 210,8

Dynamics of publications of scientific articles by faculty members in ranked journals with impact factors for 2023-2025.



Dynamics of the number of patents and copyright certificates obtained for 2023-2025.



Commercialization of scientific developments

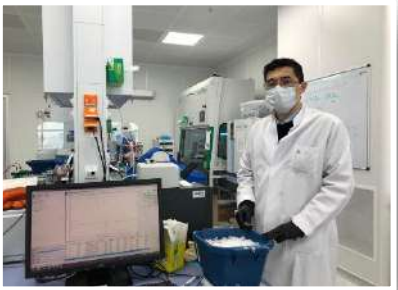
Subject: Nursery for ornamental shrubs on the territory of the M. Utemisov Agricultural Research Station. Client: National Conservation Initiative Foundation



Spring planting at the M.Utemisov Agricultural Research Station

Topic: Isolation of endophytic bacteria from *Lathyrus tuberosus* L. and assessment of their potential to stimulate the growth processes of plants that are important for animal feed.

Customer: Dooos LLP



Conducting microbiological and genetic research

INTERNATIONALIZATION OF EDUCATIONAL ACTIVITIES

(2.3. Development of international cooperation and expansion of internationalization)

Number of foreign students

2023

40

2024

50

2025

53

Number of students who participated in the academic mobility program

2023

120

2024

140

2025

145

Number of employees participated in the academic mobility program

2023

13

2024

17

2025

17

Implementation of dual degree programs with foreign partners

Two master's degree programs are being implemented with Saratov National Research State University named after N.G. Chernyshevsky (Saratov, Russia): 7M01108 Pedagogy and Psychology (Social Pedagogy, Russian Federation) and 7M01537 Biology (Biology and Ecology in the System of General and Professional Education, Russian Federation)

Student contingent

(citizens of Kazakhstan and Russia)

2023

12

2024

23

2025

16

Attracting foreign scientists and teachers

Research internship under the "500 Scientists" program

In 2025, five employees completed internships at:

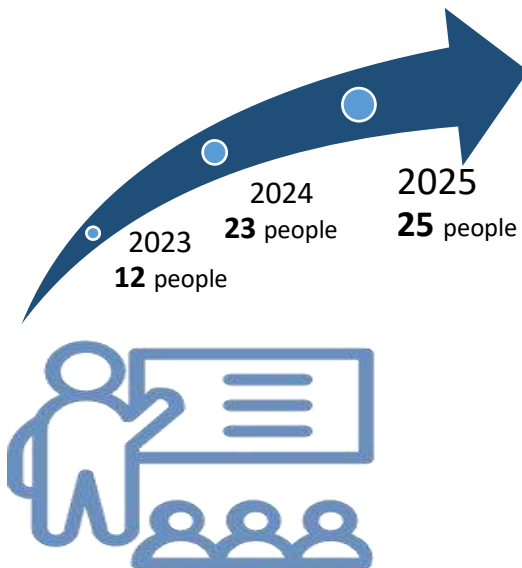
- Reading University (Reading, United Kingdom);
- University of Economics (Bydgoszcz, Poland);
- George Washington University (Washington, United States);
- University of Southern California (Los Angeles, USA).



Cooperation agreements (2025) and development prospects

Expanding our network of international partners is a key aspect of our internationalization strategy. In 2025, agreements were signed with:

- ✓ GITIS (🇷🇺 Russia)
- ✓ St. Petersburg State Institute of Cinema and Television (🇷🇺 Russia)
- ✓ University of Applied Sciences Häme (🇫🇮 Finland)
- ✓ University of the East (🇮🇹 Italy)
- ✓ Ali Evran University of Kırşehir (🇹🇷 Turkey)
- ✓ Hacettepe University (🇹🇷 Turkey))



GOALS, PRIORITIES AND KEY INDICATORS

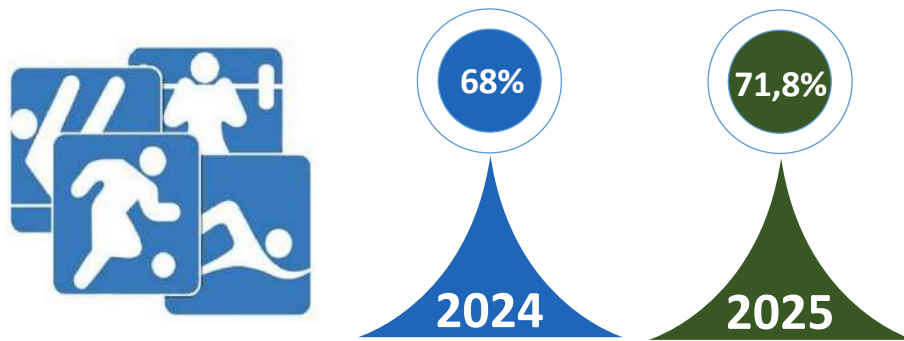


Indicator	Name of key indicators, unit of measurement	Plan	Actual	Degree of implementation, %
Priority area 3.1. Formation of a harmoniously developed personality				
quality	Percentage of university students involved in organized community activities aimed at achieving sustainable development goals, %	45,0	45,3	100,7
direct	Number of socially significant youth projects implemented	10	10	100

EDUCATIONAL WORK AND SOCIALIZATION OF YOUNG PEOPLE

(3.1. Formation of a harmoniously developed personality)

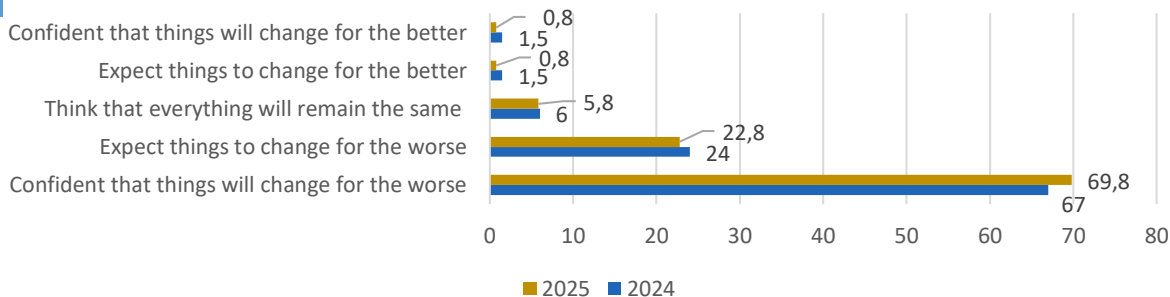
Percentage of students participating in cultural and sporting events



Students who won prizes in creative, intellectual, sporting competitions, and academic contests



Opinion on possible changes in their lives over the next two years (as a percentage of the total number of respondents in each category)



Volunteer movement

- “Umit”
- “Shapagat”
- “Rukhty Zhastar”
- “Zhan Zhylui”
- “Istfak Family”
- “Makhambet Zhastary”

Number of students



Youth organizations established:

- OneTeam Student Club
- Zhastar Life
- Media HUB
- Qamqor Women's Association

Military-patriotic, civic education project
“Otanga kyzmet – azamattyk myndet”

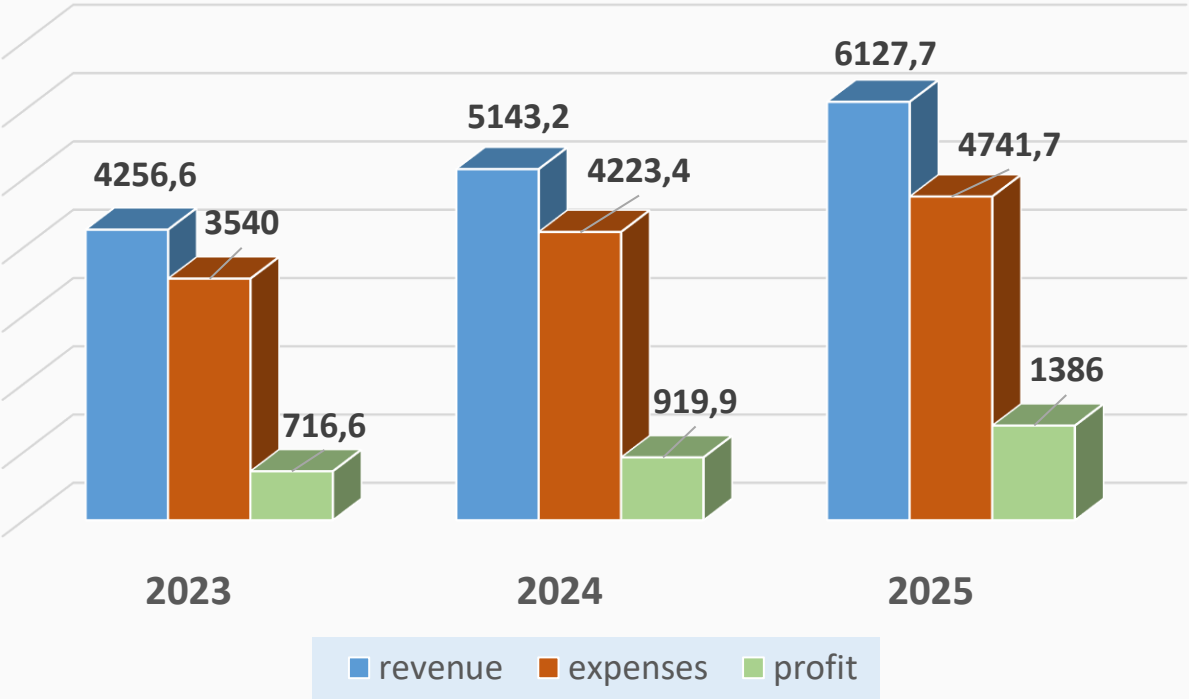


Intra-university project
“National values – the foundation of education”

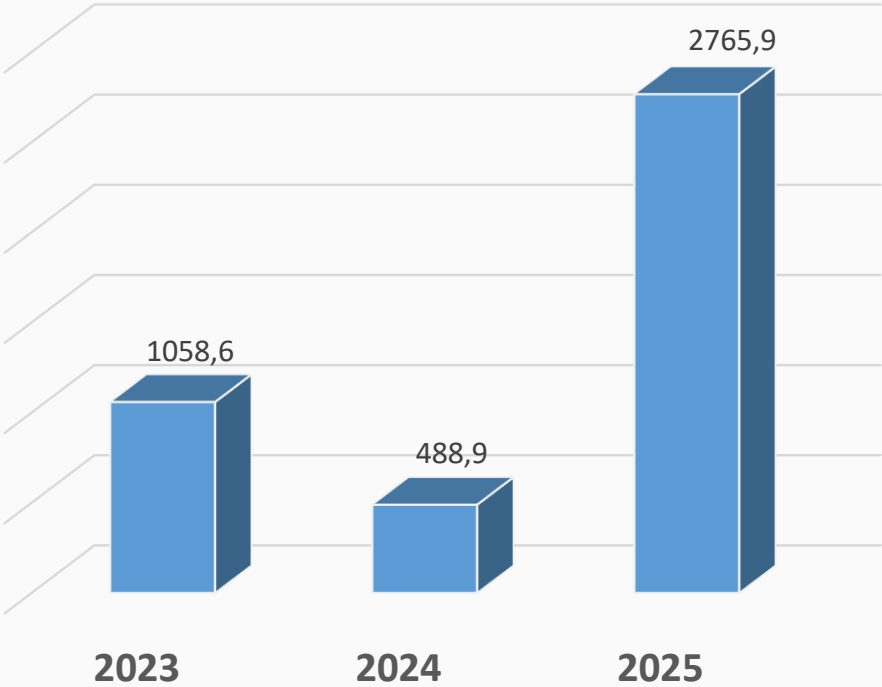


ENSURING FINANCIAL AND ECONOMIC STABILITY

Dynamics of university income, expenses, and profits for 2023-2025 (million tenge)



Investments in fixed capital development for 2023-2025 (million tenge)



ENSURING FINANCIAL AND ECONOMIC STABILITY

No	Name	2022 actual <i>(thousand tenge)</i>	2023 actual <i>(thousand tenge)</i>	2024 actual <i>(thousand tenge)</i>	2025 actual <i>(thousand tenge)</i>
	NET PROFIT	436 741,0	716 590,0	919 865,0	1 386 003,0
	INCOME	3 646 098,0	4 256 594,0	5 143 299,0	6 127 760,0
-	education	3 322 840,0	3 799 422,0	4 474 751,0	4 977 471,0
-	science	88 250,0	147 996,0	182 522,0	557 638,0
-	assets received free of charge	-	-	25 905,0	8 255,0
-	income from remuneration	153 051,0	207 096,0	249 800,0	322 623,0
-	other income	81 957,0	102 060,0	210 321,0	261 773,0
	EXPENSES	3 209 357,0	3 540 004,0	4 223 434,0	4 741 757,0
-	cost of goods sold	2 872 245,0	3 123 305,0	3 747 447,0	4 221 269,0
-	administrative expenses	277 625,0	357 690,0	364 684,0	396 199,0
-	other expenses	59 487,0	59 009,0	111 303,0	124 289,0

ENSURING FINANCIAL AND ECONOMIC STABILITY

No	Name	2022 actual <i>(thousand tenge)</i>	2023 actual <i>(thousand tenge)</i>	2024 actual <i>(thousand tenge)</i>	2025 actual <i>(thousand tenge)</i>
	EXPENSES	3 083 418,0	3 892 389,0	3 982 946,0	6 831 432,0
-	salaries	1 918 688,0	2 193 652,0	2 604 868,0	3 421 561,0
-	taxes, fees, and other payments to the budget	275 925,0	284 351,0	351 535,0	443 126,0
-	purchase of materials	49 083,0	91 180,0	84 180,0	101 623,0
-	Utilities	49 961,0	47 840,0	70 237,0	76 264,0
-	rental of premises/buildings	14 620,0	14 619,0	14 619,0	14 619,0
-	routine maintenance of buildings/premises	56 793,0	16 959,0	102 087,0	8 324,0
-	major repairs to buildings	-	-	-	1 007 871,0
-	construction of facilities	584 114,0	837 212,0	212 096,0	788 657,0
-	acquisition of fixed assets and intangible assets	134 234,0	221 435,0	276 843,0	969 387,0

PRIORITIES AND KEY OBJECTIVES FOR 2026

INSTITUTIONAL

1. Passing institutional and specialized accreditation (23 OP) at the Independent Accreditation and Rating Agency.
2. Participation in the QS World University Rankings: Asia.
3. Participation of bachelor's degree programs in the National Ranking of the Atameken National Economic Chamber.
4. Participation in the institutional National Rating of the Ministry of Science and Higher Education of the Republic of Kazakhstan.
5. Completion of construction of the Center for Academic and Research Excellence building.
6. Participation in the implementation of the AI-Sana innovation program (phases 1 and 2), development and implementation of AI agents.



ACADEMIC AND INTERNATIONALIZATION OF EDUCATION

1. Development of new and innovative educational programs within the framework of the Center for Academic and Research Excellence project.
2. Updating existing educational programs and developing new and innovative ones in accordance with the Regional Map of Personnel Needs for the West Kazakhstan Region.
3. Increase in the number of dual degree and joint educational programs offered in cooperation with universities in Finland, Turkey, and the United States.
4. Increase in the number and proportion of foreign students.
5. Increase in the proportion of students who have participated in academic mobility programs.



PRIORITIES AND KEY OBJECTIVES FOR 2026

RESEARCH AND INTERNATIONAL COOPERATION

1. Conducting research and developing scientific laboratory facilities as part of the Academic and Research Excellence Center project.
2. Obtaining a license addendum to implement doctoral programs in “Pedagogy and Methods of Primary Education” and “History.”
3. Inclusion of the Vestnik WKU journal in the second list of publications recommended by the Committee for Science and Higher Education, expansion of its range of scientific areas.
4. Increase in the number of grant and contract-based scientific projects implemented.
5. Implementation of measures to increase the volume of investments attracted to fixed capital, registration of start-ups developing innovations and/or commercializing R&D with a certain amount of funds attracted for their development.
6. Expanding international collaboration by attracting foreign scientists, providing scientific internships for teaching staff, and increasing the number of international projects and programs implemented.

EDUCATIONAL AND SOCIAL

1. Improvement of the educational system based on the ideology of “Zan Jane Tartip.”
2. Implementation of the “Tolyk Adam” concept in educational work.
3. Further implementation of the “Silver University” program.



LAW AND ORDER
For a Safe Kazakhstan