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SEMINAR “STRATEGIC MANAGEMENT IN UNIVERSITIES”

The second, face to face, phase of seminar ‘Strategic management in universities’ took place during **29 - 31 May, 2013**. It was initiated by National Tempus Office in Kazakhstan jointly with Kazakh University of Economics named after T. Ryskulov with the financial and methodological support of Education, Audiovisual and Culture Executive Agency (EACEA) and Association of Universities of European Capitals (UNICA).

Seminar principal objective – contribute to systematising approaches to strategic planning of higher education institutions development as management technology based on the European and national experience.

The face to face seminar was preceded by online phase which took place during **14-20 May** under coordination of EU experts. During this phase the participants got familiarized with information sources relevant for the seminar theme, and fulfilled a number of practical assignments. To be able to work at a distance and prepare for further phases all seminar participants got access to the information on the Moodle platform.

30 participants took part in the practical seminar. Among them deputy rectors, heads of departments of strategic planning and quality assurance, departments of accreditation, ranking and quality management of a number of Kazakh higher education institutions, as well as Higher Education Reform Experts (HEREs) in Kazakhstan.

We would like to thank Rectors of Kazakh National University named after al-Farabi Professor **G.M. Mutanov**, Pavlodar State University named after Eurasian National University named after

L.N. Gumilev Professor **E.B. Sydykov**, Karaganda State Medical University Professor **R.S. Dosmagambetova**, S. Toraigyrov professor **S.M. Omirbaev**, Semei State University named after Shakarim Professor **Sh. A. Amirbekov**, South-Kazakhstan State University named after M. Auezov Professor **Zh.U. Myrkhalykov**, Kazakh National Medical University named after S.D. Asfendiyarov Professor **A.A. Akanov**, Kazakh University of Economics Professor **S.A. Svyatov** who nominated very qualified and motivated specialists to participate in the seminar.

Seminar was opened by welcome speech of the first deputy-rector/deputy rector on academic affairs of the Kazakh University of Economics named after T. Ryskulov Professor **S.S. Arystanbaeva**.



NTO Coordinator in Kazakhstan **Sh. Tasbulatova** further pointed out that the present event is conducted in line with the NTO work plan and is a follow up of the NTO activities oriented to supporting modernization of higher education system in Kazakhstan. In particular, in 2010 Almaty Technological University hosted international regional seminar on university governance. In 2011 was carried out international regional seminar

‘Strategic planning in higher education in Central Asia’ involving representatives of the Ministries of education and higher education institutions from Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan and Uzbekistan, local and international experts.

The NTO plan also includes conducting seminar on human resource management in higher education institutions to disseminate Tempus survey of the same theme.



Shaizada Tasbulatova introduced invited international experts in the area of strategic management of universities, members of UNESCO Chair on Higher Education Management, Technical University of Catalonia, Spain (UPC) Mrs. **Marisa Juste** and Mrs. **Alicia Berlanga**. The UNESCO Chair has a vast experience in conducting interactive training activities on developing strategic plans for HEIs in Spain, as well as in other EU countries, Latin America, Mediterranean countries.

M. Juste and **A. Berlanga** thanked the organizers of the seminar for inviting them and the interest of universities to the problem of strategic planning in HEIs. M. Juste emphasized that during the 3 day seminar they would do their best to familiarize the participants with the material they have developed and accumulated, and share it with Kazakh colleagues.



The matter under consideration is very pertinent for Kazakhstan and one more demonstration is the implementation of the ongoing Tempus project ‘Institute for strategic planning in universities’ which is coordinated by UPC.

This multi-country regional project also involves Kazakh universities. Within its life time the consortium members will implement activities aimed at improving administration and management in HEIs through setting up Institute for strategic planning in universities.

At present there is already regional electronic Moodle platform containing rich information materials related to the project; seminar participants also have got access to the platform during the preparatory phase of the present seminar.

Key component of the seminar were content rich, supported with practical examples, inputs of the experts. Stage by stage presentation of theoretical materials was accompanied by practical work in small groups.



The participants in detail discussed principal steps in developing strategy of educational institution, examined the difference between mission and vision, identifies priority directions of development strategy, aims and objectives, elaborated action plans and resources, as well as steps required for implementing the plans (measures, structure of organization, monitoring and evaluation).

Specific attention was paid to analysis of strengths and weaknesses of organization, and linked opportunities and threats (SWOT analysis) and PESTELLI analysis (political, economic, social and technological factors of external environment), identification of

qualitative and quantitative indicators. SWOT analysis of ‘virtual, imaginary’ universities, carried out in small groups as brain storm activity, enabled the participants to work out skills on formulating missions and visions of X – university with further presentation, verify the results with classical definitions.

Presentations of groups were followed by questions and comments by the moderators – EU experts.

The concluding session was carried out in the form of final discussion, during which further opportunities and technology of implementing the strategic plans and evaluation of the results.

In conclusion the EU experts gave the participants recommendations on key points of the seminar, and action plan of the third phase was discussed.

Information on the seminar is uploaded on the NTO website as well as on the websites of universities concerned, published in newspaper ‘Kazakhstanskaya pravda’ (June, 5, 2013).

All seminar materials, including PP presentations of experts, and assignments for the participants of Phase 3 are available on the Moodle platform set up in the frame of the Tempus funded «Institute for Strategic Management of Universities» project¹.

In conclusion the organizers conducted questioning to find out opinions of participants, identify strengths and weaknesses in the content and organization of the seminar. Questioning showed high level of satisfaction as far as the content and the way the experts presented the materials are concerned.

The participants highly appreciated these aspects - «5 points» gave 70.6% and «4 points» 29.4 % of respondents.

Opinion on *the methodology used* at various phases of work was not so unanimous: presentations of experts and debates at the practical sessions were given the highest «5 points» mark by 70.6 % of respondents; comparatively lower was evaluated the methodology of on-line work. Here the prevailing marks are «4» (35.3%) and «3» (23.5%) of participants.

Over half of respondents consider high enough *the degree of the topics worked during the seminar* (58.8%) and *degree of strategic thinking promoted during the seminar* (52.9%) as a result of the seminar.

Among the issues that raised highest interest during the discussion were pointed out the following ones: *strategic planning (development, process)* – among 42.3 %; *strategic, operational objectives, aims* – among 34.6%; *mission, vision and values* – among 23.01% of respondents.

Among the list of issues that were insufficiently covered during the seminar, can be mentioned, as the participants consider: *SWOT & PESTELLI – analysis* – 19 %, *good examples of mission and vision of other (EU) HEIs* – 11%.



The participants would like to have discussed and worked out in more detail such issues as: *difference between the objectives and indicators; specificity of strategic planning in public and private institution; monitoring of strategy implementation.*

The participants expressed their interest in continuation of the activity and gave a proposal to set up an expert group made up of the seminar participants to disseminate the findings and methodology among other HEIs of the country.

We would like to express our sincere gratitude to **Mr. Klaus Haupt**, Head of Tempus Unit, EACEA, to **Mr. Jacques Kemp**, Tempus Programme coordinator in Eastern Europe and Central Asia, and in particular to **Ms. Alba-Chiara Tiberi**, Tempus Unit Advisor, EACEA, **Mrs. Kris Dejonckheere**, Secretary General, UNICA and **Ms. Eva Reina**, UNICA project manager.

Without their support it would be impossible to conduct the present seminar.

Special thanks to our experts **Marisa Juste** and **Alicia Berlanga**, whose expertise, the methodology of conducting the seminar proposed by them, considerably helped the Kazakh participants to sort out the complexity of the planning process.

The participants emphasized that they managed to get a holistic understanding of the planning process, compare their approaches to planning with the approaches of experienced EU experts. The comments made by EU experts during and following the presentations of the work in small groups, individual consultations enabled them identify weaknesses in their own practice of planning, to more accurately define aims and objectives of their organizations, identify, what changes and tools are needed to enhance successful development.

Enormous work in the organization of the seminar was made by the leadership and staff of the Kazakh University of Economics named after T. Ryskulov. We thank Rector of the University Professor **S.A. Svyatov**, First deputy-rector/deputy rector on academic affairs Professor **S.S. Arystanbaeva**, Head of department of international cooperation **B.O. Sapargaliev** and the entire team for their big work on preparing and carrying out the seminar.



All participants were strongly impressed and appreciated excellent organization and hospitality of the host.

SUMMER SCHOOL -2013

«Adaptation of principal parameters of the Bologna process in Kazakh higher education institutions»

The next in turn Summer school «Adaptation of principal parameters of the Bologna process in Kazakh higher education institutions», which has already become traditional, was conducted during **17th to 20th June 2013** in Karaganda. It was initiated by National Tempus Office in Kazakhstan jointly with Karaganda state medical university with methodological and financial support of Education, Audiovisual and Culture Executive Agency (EACEA).

The principal aim of the Summer School – facilitate adaptation and implementation of selected components of the Bologna Process in Kazakh HEIs based on practice-oriented training activities.



As distinct from Summer (2012) and Winter (2013) Schools, the programme of Summer School -2013 was complemented with two new themes. The first one - is presentation of the results of the Tempus survey «**Human Resource Management in Public Higher Education in the Tempus Partner-Countries**» launched by EACEA in 2011. As a result of the survey a series of regional seminars was carried out to encourage reflection and discussion among key stakeholders in Partner-Countries.

As their continuation EACEA recommended NTOs to disseminate the conclusion of the study and of the regional seminar on the national level and whenever possible have follow-up of the discussions and recommendations stemming out of the regional seminar jointly with national authorities and HEREs.

In this connection HEREs in Kazakhstan carried out questioning of HEIs based on the methodology and tools of the aforementioned survey involving 1237 individuals. Among them 833 representatives of teaching and 454 of administrative staff from 6 higher education institutions in 4 regions of Kazakhstan (Almaty, Karaganda, Pavlodar, Semei). On the overall the survey reaffirmed the conclusions of the Tempus survey, and also helped to identify some aspects pertinent for our country. The outcomes of the both surveys were presented during the first seminar day.

The second theme has become a continuation of the seminar on «**Strategic management in universities**», previously conducted at the initiative of the NTO in Kazakhstan jointly with Kazakh university of economics named after T. Ryskulov in Almaty with methodological and financial support of EACEA and UNICA in May 2013. The seminar helped the participants to systemize and deepen their knowledge and skills on strategic planning at the institutional level, obtain quality and useful distribution materials. At the meeting of HEREs it was decided that a special session should be organized also on this theme.

Other components of the School programme were:

- Development of the system of quality assurance in higher education;
- Academic mobility in HEIs;
- Modular training and modular curricula;
- Learning outcomes: planning and achievement;

Presenters were members of the National Team of Higher Education Reform Experts (HEREs) in Kazakhstan: Rector of Pavlodar state university named after S. Toraigyrov Professor **S.M. Omirbaev**, Rector of Kazakh university of economics named after T. Ryskulov Professor **S.A. Svyatov** and Associate Professor of this university **M.A. Skiba**; Deputy director of Bologna Process and Academic Mobility Centre, Associate Professor **B.M. Narbekova**; Director of Centre of economic research of Kazakh

national university named after al-Farabi Professor **R.K. Sagieva**; Head of Chair of chemical technology, oil and gas processing of Kazakh national technical university named after K. Satpaev, Correspondent-Member of National Academy of Science Professor **G. Zh. Yeligbaeva**.

57 representatives of Kazakh higher education institutions from 8 regions of Kazakhstan participated in the Summer School. Among them 1 Rector, Heads of departments and units in charge of academic affairs and of academic mobility, Heads of chairs, teachers.



It is worth mentioning that the present event was oriented mainly to HEIs from the Karaganda region. That's why it was a pleasant surprise to find out in the list the names of HEIs representatives also from Almaty, Astana, Kokshetau, Pavlodar. This fact demonstrates that the themes and the interactive methodology offered by HEREs are demanded and pertinent.

The Summer School started with the welcome word of Rector of Karaganda state medical university professor **R.S. Dosmagambetova**. Raushan Sultanovna welcomed the participants, briefly presented her university, invited to take part in the tour of the university campus, and wished every success to the seminar.

Further NTO Coordinator in Kazakhstan **Shaizada Tasbulatova** welcomed the participants. She emphasized that the event was made possible due to the financial support of EACEA. The Agency has launched and provides generous support to the operation of National Teams of HEREs in Partner-Countries, including Kazakhstan. This initiative is aimed to support modernization of higher education in Partner-Countries, voluntary convergence with higher education reform processes ongoing in the EU. The Agency regularly organizes training events for HEREs both in the

EU and Partner-Countries through conducting international and regional events – conferences, seminars, meetings and alike.

A specificity of the present event is that its participants were exempt of participation fee, because all costs linked to meals and distribution materials were covered by NTO based on the kind permission of EACEA.

Sh. Tasbulatova in her introductory presentation **”Tempus IV in Kazakhstan: perspectives of development”** familiarized the participants with principal features of Tempus IV, with the information on current Tempus projects involving Kazakh universities, the activity of NTO as well as further development perspectives beyond 2013.

Further in accordance with the programme, followed presentations of HEREs in which theory was backed by practical work in small groups.

In the frame of thematic session **«Human resource management in higher education»** Professor **R. Sagieva** presented the findings of the survey «Human resource management in public higher education in the Tempus partner-countries», and also with the results of questioning carried out in 6 higher education institutions of Kazakhstan.



Rimma Kalymbekovna emphasized that implementation of the national policy and programmes aimed at enhancement of higher education teaching staff potential has produced noticeable effect. Respondents noted availability of such mechanisms as academic mobility of teaching staff (study visits abroad and contacts with colleagues in other countries), interesting work and social status, more chances to do research due to the adoption of Law of Science, career opportunities, etc.

Among the challenges were mentioned such aspects on the institutional level as the necessity of making available objective criteria (both quantitative and qualitative) for recruiting and assessing teaching staff, in-service training meeting the needs of personnel, mechanisms for motivation of personnel, system of career promotion, etc.

In conclusion of the session Professor Sagieva organized group work on developing recommendations towards improving policy of personnel development in Kazakh HEIs.

On the second day the Summer School audience met with member of HEREs **B. M. Narbekova**. Banu Mukhataevna presented two themes: **‘Development of quality assurance system in higher education’** and **‘Academic mobility’**.



She briefly described the history of Bologna Process (BP) development, specificities of Quality Assurance system harmonized with BP principles, introduced principal international documents related to the theme, international accreditation agencies, their structure, main priorities and operation principles. Were also presented basic principles of HE standard in Kazakhstan, aspects of reforming system of HE in Kazakhstan in accordance with the requirements of the BP: coherence of qualification frameworks, descriptors, the algorithm of establishing national system of Quality Assurance, etc.

In the presentation ‘Academic mobility as factor towards providing quality of education’ B. M. Narbekova in detail highlighted comparative aspects of academic mobility development in Kazakhstan and in other countries, its forms, normative and legislative documents and the experience of

organizing academic mobility in Kazakh higher education institutions.

The third day was dedicated to discussing various aspects of modular education and development of modular programmes. Member of HEREs, Rector of Pavlodar state university named after S. Toraigyrov professor **S.M. Omirbaev** presented theoretical and methodological foundations of modular training, principles and approaches to developing modular curricula, structure and types of modular programmes, specificity of training based on modular methodology.



In the practical part ‘Developing modular programmes: practical implementation’ the participants could develop draft modular programme using the proposed algorithm.

Further the same day the session was continued by Professor **G. Zh. Yeligbaeva**.

Gulzhakhan Zhakparovna in her presentation **‘Effectiveness of learning: planning learning outcomes and their achievement’** introduced theoretical basis of constructing result oriented education programmes, the relevant terminology, familiarized with the technology of formulating learning outcomes relevant for the education level, their assessment in the process of developing curricula and implementation.

Further in three groups the participants practiced skills of



formulating learning outcomes based on their own field of specialization.

According to the opinion of the expert, the present theme is very pertinent and needs to be considered in more detail. The participants were interested in such aspects as formulating learning outcomes based on labour market needs, interlink between the aims of education programmes and learning outcomes, criteria for assessing learning outcomes, optimizing the programme, formulation of learning outcomes for technical disciplines based on Dublin descriptors, etc.

The block **‘Quality oriented HEI management’** was delivered on the final, fourth day. The participants were familiarized with various aspects of HEIs management oriented to quality and with classification of strategic documents.

Afterwards the participants continued work in groups in the form of business games aimed at developing strategic thinking. Using the method of brain storm they further passed on to developing mission, vision, strategic directions and fragments of detailed strategic plan for selected models of HEIs taking into account the specificity of the country environment.



In the second half of the day results of Summer School were summarized, and certificates of participation handed.

To identify opinions of participants on the content, methodology and organizational aspects of the School the participants were requested to fill in assessment questionnaires.

Questioning showed a relatively high level of satisfaction with *the content and methodology* of presenting the materials by the HEREs.

The highest points were given to the content and teaching methods related to the block of *'Modular education and modular education programmes: principles and approaches'* (Professor S.M. Omirbaev).



All participants unanimously highly evaluated the input of Professor Omirbaev for the content rich information, interactive methodology and efficient level of presenting the material.

Highly was assessed also such a complex block as *'Quality oriented HEI management'* (Professor S. Svyatov and Associate Professor M. Skiba).

As very good were assessed the organization aspects of the Summer School. Together with the participants we would like to express our sincere thank you to Professor **R.S. Dosmagambetova**, Rector of Karaganda state medical university, staff of the Bologna centre, staff of the training-methodological unit and the entire university team for the excellent preparation and conducting the Summer School-2013.

Analysis of questionnaires of the present event as well as of several others has shown that participants have become more demanding. Indicating that all proposed themes are very interesting and useful, they also emphasize that some individual blocks need to be further improved both in terms of the content and methodology. This sets new challenges and tasks for our experts.

There were also expressed wishes to continue such activities as it is one of the most efficient ways for strengthening potential of teachers in the topical and pertinent aspects of higher education modernization.

CHRONICLE OF EVENTS



In the seminar **“Cross-border Education”** with the support of EACEA and UNICA during **22-24 April 2013** the Republic of Kazakhstan was represented by the following HEREs: S.Svyatov, S.Omirbayev, G.Zakirova, G.Yelighbayeva. The event was hosted by Universidad Autónoma Madrid, Spain.



 In the Regional conference **“Joint programmes : facilitator for university internationalization”** in Warsaw on **9-10 May 2013** by invitation of the Foundation for the Development of the Education System of the Republic of Poland a group of representatives of Kazakh higher educational institutions took part.



 In the Study Visit for HEREs **«Academic Programmes in English»** in Berlin, Germany on **27-28 May 2013** with the support of EACEA and UNICA the Republic of Kazakhstan was represented by Kazakh HEREs G. Zakirova and M. Narenova.



PROJECTS MONITORING

According to the projects monitoring plan in the first half of 2013 by the National Tempus Office was carried out monitoring of the following projects:



«Modernization and development of curricula on pedagogy and educational management in the Central Asian countries», 517504-TEMPUS-1-2011-1-ES-JPCR – 16 April 2013



«Qualification Frameworks in Central Asia: Bologna-Based Principles and Regional Coordination», 530183-TEMPUS-1-2012-1-DE-TEMPUS-SMHES – 24 April 2013



«Students self-governance & Democratic Involvement in Kazakhstan - STUDIKA», 516802-TEMPUS-1-2011-1-KZ-TEMPUS-SMGR – 24 May 2013



«Institute for Strategic Management of Universities», 516682-TEMPUS-1-2011-1-ES-JPGR – 28 May 2013

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