



M. NARIKBAYEV
KAZGUU
UNIVERSITY

**M. NARIKBAYEV KAZGUU
UNIVERSITY
QUALITY ASSURANCE POLICY**

2019

M. Narikbayev KAZGUU University Quality Assurance Policy.

M. Narikbayev KAZGUU University Quality Assurance Policy is designed for students, faculty, department heads of the University managing educational processes, and other interested stakeholders.

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ABBREVIATIONS

1. Quality Assurance (**QA**)
2. Quality Assurance Policy (**QAP**)
3. Quality Assurance Unit (**QAU**)
4. Quality Assurance Document (**QAD**)
5. Academic and Research Council (**ARC**)
6. School Committee (**SC**)
7. Quality Assurance Manager (**QM**)
8. Quality Assurance Mechanism (**QAM**)
9. Internal Quality Assurance (**IQA**)
10. Internal Quality Assurance Document (**IQAD**)
11. Internal Quality Assurance Mechanism (**IQAM**)
12. Plan-Do-Check-Act Cycle (**PDCA**)
13. External Quality Assurance (**EQA**)
14. External Quality Assurance Document (**EQAD**)
15. External Quality Assurance Mechanism (**EQAM**)
16. M. Narikbayev KAZGUU University (**KAZGUU**)
17. M. Narikbayev KAZGUU University School (**KS**)
18. Academic Integrity League (**AIL**)
19. National Chamber of Entrepreneurs of the Republic of Kazakhstan “Atameken”
(**NCE RK “Atameken”**)
20. The Foundation for International Business Administration Accreditation
(**FIBAA**)

1. GENERAL INFORMATION

1.1 PREAMBLE

M. Narikbayev KAZGUU University (*former Kazakh Humanities and Law Institute of the Ministry of Justice of the Republic of Kazakhstan*) was established by the President Decree on March 14 1994 # 1591 and the Resolution of the Cabinet of Ministers of the Republic of Kazakhstan on May 26, 1994 # 564 on the initiative of the Minister of Justice, the legal scholar N.A. Shaikenov. M. Narikbayev KAZGUU University (KAZGUU) was given the task to prepare highly qualified lawyers.

The vision of KAZGUU is ***“To contribute to the creation of an honest and just society, whose development is determined by science, education, social responsibility and moral values”.***

The mission of KAZGUU is ***“To serve people through providing high-quality and affordable education”.***

Through its Strategic Plan, KAZGUU defines the main priorities and directions of the development for M. Narikbayev KAZGUU University Schools (KS) and academic and non-academic divisions and departments. The development of a Quality Assurance system aimed at improving the quality of education and research is an essential aspect of the Strategic Plan.

1.2 DEFINITIONS

Quality – the quality of education that complies with international and national educational standards, and satisfies stakeholders of KAZGUU, including students, instructors and employers.

Quality Assurance (QA) – the process of achievement, control and enhancement of the Quality at KAZGUU.

Quality Assurance Unit (QAU) – a council, committee, department, or person responsible for the development and implementation of Quality Assurance Documents and Quality Assurance Mechanisms at KAZGUU.

Quality Assurance Document (QAD) – a document where a Quality Assurance Unit's powers and responsibilities and (or) the way of implementing a Quality Assurance Mechanism are defined and explained.

Quality Assurance Mechanism (QAM) – a process or a way of achieving, controlling and (or) improving the Quality at KAZGUU.

1.3 AIM

The KAZGUU Quality Assurance Policy (QAP) 's primary purpose is to ensure the achievement of the required level of Quality, its gradual enhancement and the formation of the QA culture. The QAP serves as a framework for the development of QADs and implementation of QAMs. The activity of QAUs, all KSs and other divisions and departments that are involved in the educational process complies with the provisions of the QAP.

1.4 OBJECTIVES

As a framework for ensuring Quality, KAZGUU QAP pursues the following objectives:

- 1) To develop and implement QA standards that work efficiently at KAZGUU;
- 2) To promote the quality assurance standards at the national as well as international level;
- 3) To protect the interests of all stakeholders of KAZGUU via the development of better-quality assurance standards and implementation of QAMs;

- 4) To achieve transparency of all academic processes through the implementation of QAMs;
- 5) To motivate and empower managers, faculty members and other staff members to follow the provisions of QADs and participate in the implementation of QAMs;
- 6) To create a horizontal system of educational management with the separation of powers and checks and balances;
- 7) To analyze the feedback of different stakeholders in order to enhance the quality of education and all academic and non-academic services provided by KAZGUU;
- 8) To improve KAZGUU reputation as a university free from corruption and academic integrity violations;
- 9) To achieve a better understanding of the concept of inclusive education and to protect the interests of students, faculty members and employees with special needs;
- 10) To achieve high quality of online and blended learning at KAZGUU.

1.5 EXPECTED RESULTS

Provision of the high quality of education and its gradual enhancement is the responsibility of any academic institution. Moreover, it is a rational desire of a university that wants to develop and adapt to changes. To avoid stagnation and satisfy the needs of stakeholders there should be a system/framework, that serves as a basis for actions to be taken for achievement of the high level of academic quality and its enhancement.

Immanuel Kant once said, *“Always treat people as ends in themselves, never as means to an end”*, and we believe that universities must follow this principle. A university must treat its stakeholders as *ends* and create a system that allows students to get knowledge and skills that will help them to succeed in life, allows instructors to improve their teaching competencies, researchers – to conduct their exploratory studies in comfortable conditions, employers – to hire well-qualified professionals, etc. In order to achieve this – three essential rules must be followed:

- 1) We must know the right mechanisms to implement;
- 2) We must know how to implement the mechanisms in the right way;
- 3) We must know how to implement the mechanisms efficiently.

Creation of the QA system that this QAP frames may help us to follow the principles mentioned before, and it is important that the QA system that we are building is not an end in itself. **We expect that the proper QA system will make it possible to satisfy the needs and interests of KAZGUU stakeholders by following the objectives that we set.**

2. QUALITY ASSURANCE UNITS

Each stakeholder influences the QA system of KAZGUU. However, there are three QAUs that are mainly responsible for the development of Internal Quality Assurance Documents (IQAD) and implementation of Quality Assurance Mechanisms: *Academic and Research Council (ARC)*, *School Committee (SC)* and *Quality Assurance Manager (QM)*. This section aims to provide a general understanding of each QAU's role and identify its key powers and responsibilities.

More detailed information and a complete list of the ARC's powers and responsibilities may be found in ARC Bylaws published at KAZGUU official website.

More detailed information and a complete list of powers and responsibilities of an SC might be found in SC Bylaws published at KAZGUU official website.

2.1 ACADEMIC AND RESEARCH COUNCIL

ARC is the highest academic body within the KAZGUU, consisting of students, faculty members, Chairmen of SCs, Deans of all KSs, QM (non-voting member), Provost and representatives of academic and non-academic divisions and departments. KAZGUU Board approves ARC Bylaws.

A member of the Council may either be a voting or a non-voting member (representatives of non-academic divisions and departments do not vote). Both voting and non-voting members have the right to propose questions to include in the agenda, participate in each meeting, express their opinion regarding each matter, read all the materials and meeting minutes, and get extracts from any minutes. Voting members may vote “for” or “against” on each matter, and each member has only one vote. The decision may be taken if 2/3 of the members present at a meeting voted for the proposed decision.

Powers and responsibilities:

- 1) The ARC approves IQADs and other internal documents that regulate the academic process and research at KAZGUU;
- 2) The ARC reviews the provisions of External Quality Assurance Documents (EQADs) in order to ensure that provisions of IQADs do not contradict with the provisions of EQADs;
- 3) The ARC approves new educational programs of all levels;
- 4) The ARC approves memorandums and agreements between KAZGUU and other universities, private organizations or governmental agencies;
- 5) The ARC has the right to award a title of an Honorary Professor of KAZGUU to a person who made a sufficient contribution to the development of the University;
- 6) The ARC has the right to reconsider an SC's decision if it violates the provisions of IQADs and (or) EQADs.

2.2 SCHOOL COMMITTEES

An SC is a permanent collegiate body of a KS responsible for implementing QAMs and the development of documents that regulate the educational and research process within an KS.

A School Committee is established by the decision of the ARC. The number of SC within a KS is not limited, but an SC's powers and responsibilities do not overlap with another SC's powers and responsibilities within this KS.

An SC consists of students and faculty members that are voting members, and members of a KS management (Dean, Vice-Dean, Advisers, etc.), that are non-voting members of a committee. Each faculty member has the right to be elected as a voting member of an SC, and the procedure of the election must be transparent and held on an annual basis. Both voting and non-voting members have the right to propose questions to include in the agenda, participate in each meeting, express their opinion regarding each matter, read all the materials and meeting minutes, and get extracts from any minutes. Voting members may vote “for” or “against” on each matter, and each member has only one vote. The decision may be taken if most voting members presented at a meeting voted for the proposed decision.

Powers and responsibilities:

- 1) An SC implements QAMs within a KS;
- 2) An SC assesses the efficiency of implementation of QAMs within a KS and makes its recommendations to the management of a KS and (or) to the ARC;
- 3) An SC recommends educational programs for the ARC approval;
- 4) An SC approves internal KS documents aimed to clarify the provisions of QADs;
- 5) An SC reviews application of students and faculty members of a KS;

- 6) An SC monitors the research activity of students and faculty members and assists them, if necessary;
- 7) An SC ensures respect for the academic integrity principles in the educational and research process within a KS.

2.3 QUALITY ASSURANCE MANAGER

QM is the QAU that is responsible for the monitoring of the implementation of the QAMs at KAZGUU. QM reports directly to the ARC, and the QAP defines its powers and responsibilities. QM is dedicated to improving and enhancing the Quality by conducting an independent evaluation of the quality of IQAD and the efficiency of implementation of QAM. QM uses different instruments of analysis to identify stakeholders' expectations and reports on the issues revealed.

Powers and responsibilities:

- 1) QM monitors the implementation of the QAMs at KAZGUU;
- 2) QM participates in meetings of the ARC as a non-voting member and ensures that the documents regulating the educational process are updated on time and published on KAZGUU official website;
- 3) QM requests information from SC and all departments and divisions that are involved in the educational process at KAZGUU;
- 4) QM conducts Student Satisfaction Survey, PhD Student Survey and Instructor Motivation and Job Satisfaction Survey annually, analyzes the results and sends reports to the ARC, SC, KAZGUU Board, and other departments and divisions interested in the results of the survey;
- 5) QM sends recommendations regarding the educational process to the ARC, SC, KAZGUU Board, and other divisions and departments but does not directly participate in the decision-making process.

3. QUALITY ASSURANCE DOCUMENTS

A QAD prescribes QA standards and regulates the implementation of QAMs at KAZGUU.

Internal Quality Assurance Documents (IQADs) are developed by the ARC and may be approved, amended or terminated only by ARC's decision.

External Quality Assurance Documents (EQADs) may be approved, amended or terminated by an external stakeholder, such as an accreditation agency, government authority, etc. ARC reviews the provisions of EQADs and aligns the provisions of IQADs with the provisions of EQADs.

IQADs are published at the official website of KAZGUU, whereas EQADs are published at the official website of the stakeholder that developed the document.

3.1 INTERNAL QUALITY ASSURANCE DOCUMENTS

3.1.1 ACADEMIC AND RESEARCH COUNCIL BYLAWS

ARC Bylaws is the IQAD that regulates the activity of the ARC and defines its powers and responsibilities.

ARC Bylaws includes the provisions that:

- 1) Describe powers and responsibilities of the ARC;
- 2) Describe the composition of the ARC;
- 3) Describe the organization of activities of the ARC (regularity of meetings, agenda formation, voting procedure).

3.1.2 SCHOOL COMMITTEE BYLAWS

An SC Bylaws is the IQAD that regulates an SC's activity and defines its powers and responsibilities.

An SC Bylaws includes the provisions that:

- 1) Describe powers and responsibilities of an SC;
- 2) Describe the composition of an SC and the procedure of election of members of an SC;
- 3) Describe the organization of activities of an SC (regularity of meetings, agenda formation, voting procedure).

3.1.3 ACADEMIC POLICY

Academic Policy is the IQAD that regulates the educational process for all educational programs provided by KAZGUU.

Academic Policy includes the provisions that:

- 1) Regulate the organization of the educational process at KAZGUU;
- 2) Regulate the attendance policy;
- 3) Regulate the study load of students;
- 4) Regulate the ECTS accumulation and transfer policies;
- 5) Regulate the grading system and assessment rules;
- 6) Regulate the course registration process;
- 7) Regulate the academic consultation and support;
- 8) Regulate the professional practice;
- 9) Regulate the procedure for granting academic leave;
- 10) Regulate the process of transfer, readmission and expulsion of students;
- 11) Describe the general requirements for master theses/projects;
- 12) Describe the degree requirements for graduation.

3.1.4 HANDBOOK ON ENSURING ACADEMIC INTEGRITY

Handbook on Ensuring Academic Integrity is the IQAD that defines the academic integrity principles respected by KAZGUU and explains how these principles are applied.

Handbook on Ensuring Academic Integrity includes the provisions that:

- 1) State that all members of the academic community at KAZGUU must follow the academic integrity principles stated in the Handbook.
- 2) Define the academic integrity principles;
- 3) Define the rules of good academic practice;
- 4) Define the academic integrity violations;
- 5) Regulate the procedure of detection of academic integrity violations and competencies of investigative bodies;
- 6) Define the rights of persons involved in hearings of investigative bodies;
- 7) Define the levels of academic integrity violations and measures applied to students, faculty members and staff members;

3.1.5 INCLUSIVE EDUCATION POLICY

Inclusive Education Policy is the IQAD that defines the principles of inclusion and protects the interests of KAZGUU students with special needs.

Inclusive Education Policy includes the provisions that:

- 1) State that KAZGUU guarantees equal opportunities and recognizes the rights of students with special needs to receive necessary services and assistance in their studying process;

- 2) Define the main conditions for the implementation of inclusive education policy at KAZGUU;
- 3) Defines the form of support that KAZGUU guarantees to students with special needs.

3.1.6 EDUCATIONAL PROGRAM DEVELOPMENT AND APPROVAL POLICY

Educational Program Development and Approval Policy is the IQAD that defines the general principles for the development and approval of educational programs at KAZGUU.

Educational Program Development and Approval Policy includes the provisions that:

- 1) Define the key structural elements of an educational program;
- 2) Describe the development and approval procedure of an educational program;
- 3) Describe how stakeholders, including students, faculty members and employers, participate in the development of an educational program;
- 4) Describe the procedure for making changes to an educational program.

3.1.7 ASSESSMENT POLICY (EXAMINATION REGULATIONS)

Assessment Policy (Examination Regulations) is the IQAD that regulates the examination procedure at KAZGUU. The document describes the general rules for examinations and other forms of assessment. Basing on the general rules described in Assessment Policy (Examination Regulations), an SC may approve a more detailed document that clarifies these rules.

Assessment Policy (Examination Regulations) include the provisions that:

- 1) Define the examination procedure in offline, as well as online format;
- 2) Define examiners appointment criteria;
- 3) Define the forms of exams;
- 4) Define the GPA regulation and general assessment criteria for different forms of examinations;
- 5) Describe how examination results are reviewed and how they can be appealed by students.

3.2 EXTERNAL QUALITY ASSURANCE DOCUMENTS

3.2.1 NATIONAL STANDARDS AND REGULATIONS

National standards and regulations for higher and postgraduate education programs are the normative documents approved by the Ministry of Education and Science of the Republic of Kazakhstan. These documents are aimed at ensuring minimum quality standards and following the provisions of these documents is compulsory for Kazakhstani universities.

List of national standards and regulations (the list can be changed in case of approval of a new document or termination of a current document):

- 1) The State Compulsory Standard for Higher Education;
- 2) The State Compulsory Standard for Postgraduate Education;
- 3) Standard Rules for The Activities of Educational Organizations Implementing Educational Programs of Higher and (or) Postgraduate Education;
- 4) Rules of The Organization of Educational Process on Credit Technology of Education.

The documents are available at “Adilet” Legal Information System of Regulatory Acts of The Republic of Kazakhstan: <http://adilet.zan.kz/eng>

3.2.2 ACADEMIC INTEGRITY LEAGUE CRITERIA FOR ASSESSING THE QUALITY OF EDUCATIONAL PROGRAMS BASED ON CREDIT TECHNOLOGY OF LEARNING

AIL Criteria for Assessing the Quality of Educational Programs Based on Credit Technology of Learning is the EQAD that is aimed to promote ESG-2015 standards within AIL members.

The document is available at the AIL official website <https://adaldyq.kz/>.

AIL Criteria for Assessing the Quality of Educational Programs Based on Credit Technology of Learning includes the provisions that:

- 1) Describe standards and guidelines for student-centred learning;
- 2) Describe standards and guidelines for admission and registration of students;
- 3) Describe the mechanism and procedure of credit transfer;
- 4) Describe standards and guidelines for educational, social and psychological support of students;
- 5) Describe standards and guidelines for the development and approval of educational programs;
- 6) Describe standards and guidelines for hiring faculty;
- 7) Describe standards and guidelines for distance learning.

3.2.3 ACADEMIC INTEGRITY LEAGUE CRITERIA FOR ASSESSING STUDENT LEARNING OUTCOMES BASED ON THE GENERAL PRINCIPLES OF THE ACADEMIC INTEGRITY LEAGUE

AIL Criteria for Assessing Student Learning Outcomes Based on The General Principles of The Academic Integrity League is the EQAD that defines the assessment criteria of student assignments at universities that are AIL members.

The document is available at the AIL official website <https://adaldyq.kz/>.

AIL Criteria for Assessing Student Learning Outcomes Based on The General Principles of The Academic Integrity League include the provisions that:

- 1) Describe standards and guidelines for the implementation of evaluation criteria of student assignments;
- 2) Describe standards and guidelines for the academic grading system;
- 3) Describe standards and guidelines for the assessment of student works;
- 4) Describe standards and guidelines for the implementation of “Bell Curve”.

3.2.4 ACADEMIC INTEGRITY LEAGUE CRITERIA FOR ASSESSING THE INTEGRITY OF ACADEMIC JOURNALS FOR CREATION OF THE LIST OF RECOMMENDED JOURNALS

Criteria for Assessing the Integrity of Academic Journals for Creation of The List of Recommended Journals aims to help faculty members, research fellows and PhD students to identify reliable academic journals for publishing their research articles and (or) using the results of published articles.

The document is available at the AIL official website <https://adaldyq.kz/>.

Criteria for Assessing the Integrity of Academic Journals for Creation of The List of Recommended Journals include the provisions that:

- 1) Describe the peer-review procedure of a reliable academic journal;
- 2) Describe the transparency policy of a reliable academic journal;
- 3) Describe indexes the indexing standards for a reliable academic journal;
- 4) Provide general recommendations for authors.

3.2.5 STANDARDS AND GUIDELINES FOR QUALITY ASSURANCE IN THE EUROPEAN HIGHER EDUCATION AREA

Standards and Guidelines for Quality Assurance in the European Higher Education Area is the document that sets the standards and guidelines for internal and external quality assurance.

The document is available at The European Quality Assurance Register for Higher Education official website <https://www.eqar.eu/>.

Standards and Guidelines for Quality Assurance in the European Higher Education Area include the provisions that:

- 1) Describe standard and guidelines for a QAP;
- 2) Describe standards and guidelines to assure the quality of design and approval of programs;
- 3) Describe standard and guidelines for student-centred learning and assessment;
- 4) Describe standard and guidelines for student admission, progression, recognition and certification;
- 5) Describe standard and guidelines to assure the quality of teaching staff;
- 6) Describe standard and guidelines to assure the quality of learning resources and student support;
- 7) Describe standard and guidelines to assure the quality of information management;
- 8) Describe standard and guidelines for publishing information about the university activities;
- 9) Describe standard and guidelines for ongoing monitoring and periodic review of educational programs;
- 10) Describe standards and guidelines for external quality assurance;
- 11) Describe standards and guidelines for quality assurance agencies.

4. QUALITY ASSURANCE MECHANISMS

A QAM is a way of achieving and enhancing Quality at KAZGUU. QADs regulate the implementation of a QAM, and QAU are responsible for checking whether it is implemented correctly and efficiently. The key QAMs are generally described in the QAP and specified in QAD.

QAMs are divided into two groups:

- *Internal Quality Assurance Mechanisms (IQAMs)* – QAM implemented by KSS, QAUs and other departments and divisions involved in the educational process;
- *External Quality Assurance Mechanisms (EQAMs)* – QAM implemented by external stakeholders.

In order to ensure enhancement of the Quality, the implementation of IQAMs follows *the Plan-Do-Check-Act cycle*.

Plan: Development of an IQAM and planning the way of its implementation;

Do: Implementation of an IQAM at KAZGUU;

Check: Evaluation of the efficiency of implementation of the IQAM;

Act: Adjustment of IQAM based on the results of the previous stage.

At least two quality assurance units are involved in the *Check* stage of the *Plan-Do-Check-Act cycle*.

4.1 INTERNAL QUALITY ASSURANCE MECHANISMS

4.1.1 EDUCATIONAL PROGRAM DEVELOPMENT AND APPROVAL

To assure and enhance Quality, KAZGUU ensures that educational programs are developed in a way that the demands of stakeholders are met.

Objectives:

- 1) To provide a framework for the development of learning outcomes that a student achieves upon the completion of studies;
- 2) To ensure that educational programs are approved via collegial decision-making process;
- 3) To ensure that KAZGUU stakeholders, including students, faculty members and employers, are involved in the development of educational programs;
- 4) To ensure that KAZGUU educational programs correspond to standards defined by IQADs and EQADs;
- 5) To ensure that the content/curriculum of an educational program meets the market demand and satisfies the expectations of professional and academic communities.

Implementation:

The development of an educational program is initiated by a KS management, basing on a KS needs, attractiveness for prospective students and potential sustainability of a program. Stakeholders, including students, faculty members and employers, are necessarily involved in the development of an educational program. When the draft of an educational program is ready, it is sent to the SC that analyses the program's content and then recommends the program for approval by ARC. Any changes to the program are approved by the decision of the ARC.

Educational Programs Development and Approval Policy regulates the specific standards and procedures for educational programs' development and approval.

4.1.2 COURSE PROGRAM AND DESIGN

To assure and enhance the Quality, KAZGUU ensures that the content of provided courses corresponds to the educational program requirements and QADs.

Objectives:

- 1) To ensure that a course program corresponds to the learning outcomes defined by the educational program;
- 2) To ensure that an instructor has a sufficient level of academic freedom for the development of a course program;
- 3) To ensure that the course program corresponds to the academic integrity principles;
- 4) To ensure that a course syllabus has specific learning outcomes and clearly described evaluation criteria for each assignment and (or) examination;
- 5) To ensure that a course has a transparent assessment policy that follows QADs, including Academic Policy and Assessment Policy (Examination Regulations).

Implementation:

A course syllabus is developed by a course instructor, who is guided by the learning outcomes of the educational program, Academic Policy and Assessment Policy (Examination Regulations). Once an instructor develops the syllabus, it shall be reviewed by an SC in order to ensure that it follows the rules and regulations prescribed by QADs. After an SC reviews the syllabus, the instructor uploads the syllabus to Canvas LMS before the class start date. Instructor uploads course

materials (presentations, videos, books, links, etc.) and posts the assignments/exams according to the syllabus's schedule.

SC and QM independently check the availability of course materials in Canvas LMS for students.

4.1.3 REGISTRATION

To assure and enhance the Quality, KAZGUU guarantees a student-centred registration process by providing the choice of courses, instructors and time of classes.

Objectives:

- 1) To ensure that a student has sufficient choice of core and elective courses during the registration process;
- 2) To ensure that a student has sufficient choice of instructors during the registration process;
- 3) To ensure that a student has sufficient choice of time of classes during the registration process;
- 4) To ensure that a KS provides sufficient support to students during the registration and helps them to draw up a schedule for a semester;
- 5) To ensure that a student has access to the information about the proposed courses and instructors during the registration period.

Implementation:

Based on educational programs' Catalogues, a KS provides the list of courses proposed for the registration in a semester. Registrar's Office conducts the registration process via Platonus AIS. Registration, drop/add, and withdrawal periods are determined by the Academic Calendar, approved by the ARC.

A KS ensures that a student has access to the information about each course and instructor during the registration period, and receives consultation from an adviser. KSs approve registration lists by the end of the registration period.

4.1.4 INCLUSIVE EDUCATION

To assure and enhance the Quality, KAZGUU ensures that the educational process is organized in a way that diverse interests and needs of students are met and their right for education is not limited.

Objectives:

- 1) To ensure that each student, regardless of their gender, religion, ethnicity, and physical and mental abilities, is integrated into the KAZGUU environment;
- 2) To ensure that each student, regardless of their gender, religion, ethnicity, and physical and mental abilities, has sufficient access to academic support services;
- 3) To ensure that students with special educational needs are eligible for an adaptive learning path that allows them to achieve learning outcomes of an educational program successfully;
- 4) To ensure that campus facilities satisfy the needs of students with special educational needs.

Implementation:

A student with special educational needs may apply to an SC to receive support and ask for an educational process adjustment. Each case is considered individually for each applicant. A Committee decides whether changes in the educational process for the applicant should be implemented and determines such changes.

4.1.5 TEACHING AND FEEDBACK

To assure and enhance Quality, KAZGUU ensures that an instructor delivers course content in a way that students achieve learning outcomes.

Objectives:

- 1) To ensure that an instructor uses modern teaching methods that are aimed to ease the perception of course content by students;
- 2) To ensure that a student achieves a good conceptual understanding of the course content;
- 3) To ensure that a student receives clear and detailed feedback;
- 4) To ensure that an instructor fully uses teaching instruments and facilities provided by KAZGUU to improve students' learning experience.

Implementation:

Courses at KAZGUU may be delivered in three forms: offline, online and blended. An instructor has academic freedom in delivering course content to students where an instructor considers whether the chosen method effectively achieves learning outcomes of the educational program and the course itself. Before the semester starts, each instructor passes the attestation procedure organized by KS. When students are not satisfied with the learning experience SC may initiate the observation of the instructor's classes by faculty members to analyze the chosen approaches in delivering content to students and make recommendation to improve specific aspects. By the end of the course, students can evaluate the instructor by passing the Course Evaluation Survey. By the end of the course, instructors fill in the course management form (CMF), which SC reviews.

4.1.6 ASSESSMENT

In order to assure and enhance Quality, KAZGUU ensures fair and transparent grading and appeal procedure.

Objectives:

- 1) To ensure the transparency of grading of student assignments and examinations;
- 2) To ensure the application of evaluation criteria to student assignments and examinations;
- 3) To ensure the quality of feedback that students receive for each assignment and examination;
- 4) To ensure the quality of "Bell Curve" application to student assignments and exams;
- 5) To ensure that students can apply for the appeal and receive transparent and detailed consideration of the revised assignment or examination.

Implementation:

An instructor assesses each assignment and examination according to the Grading Scale in Academic Policy and grading criteria prescribed by the syllabus of the course. After the grading for the assignment/examination is complete, all the grades are distributed according to the Bell Curve Scale (see Chapter 3.3 of the Academic Policy) and published to students in Canvas LMS. Instructors are responsible for the timeliness of grading for each assignment/examination. QMs may review the compliance to Bell Curve principles and report to ARC and KSs.

A student applies the appeal after the instructor posts the grades in Canvas LMS if he/she disagrees with the grade specifying the arguments. The appealed work is reviewed by the appeal committee, consisting of at least two independent experts where the course instructor is not included.

4.1.7 STUDENT SATISFACTION SURVEY

To assure and enhance the Quality, QM conducts a Student Satisfaction Survey that aims to measure bachelor and master students' overall satisfaction with the educational process at KAZGUU.

Objectives:

1. To identify the level of overall satisfaction of students with the organization of the educational process at KAZGUU.
2. To identify the level of satisfaction of students with teaching;
3. To identify the level of satisfaction of students with grading and feedback of instructors;
4. To identify the level of satisfaction of students with the content of their courses and the quality of educational materials provided by instructors;
5. To identify whether students have the sufficient choice of subjects/disciplines, instructors and time of classes;
6. To identify whether students feel that the educational process contributes to their personal development;
7. To identify the level of satisfaction of students with the provided academic support;
8. To identify the level of satisfaction of students with their experience of information systems and services;
9. To identify whether students feel like a part of the KAZGUU community and engage to university life;
10. To identify the level of satisfaction of students with campus and infrastructure;
11. To identify whether the student feels that academic integrity principles are important at KAZGUU.
12. To provide recommendations based on the survey results, to make KAZGUU a better place for students.

Implementation:

The Student Satisfaction Survey is conducted annually by the QM. The methodology and questionnaire are developed by the QM, and reviewed by the ARC. The survey is conducted in March, and a report, containing the results and recommendations, is available in May. The report is sent to the ARC, SC and other departments and divisions of KAZGUU that might be interested in the survey results. The survey is anonymous, and no one can identify any respondent's details.

4.1.8 INSTRUCTOR MOTIVATION AND JOB SATISFACTION SURVEY

To assure and enhance the Quality, QM conducts an Instructor Motivation and Job Satisfaction Survey that aims to measure the overall satisfaction of faculty members with the educational process at KAZGUU.

Objectives:

- 1) To identify the level of overall satisfaction of faculty members with the organization of the educational process at KAZGUU;
- 2) To identify whether the faculty members are provided with a sufficient level of academic freedom;
- 3) To identify the level of satisfaction of faculty members with the grading policy;
- 4) To identify whether faculty members have enough opportunities for the development of their teaching and personal competencies;
- 5) To identify the level of involvement of faculty members in the process of decision-making;
- 6) To identify the level of satisfaction of faculty members with salaries;
- 7) To identify whether faculty members face corruption and (or) academic integrity violations;

- 8) To identify any issues that faculty members face while teaching and (or) conducting research.
- 9) To provide recommendations based on the survey results to make KAZGUU a better place for faculty members.

Implementation:

Instructor Motivation and Job Satisfaction Survey is conducted annually by the QM. The methodology and questionnaire are developed by the QM and reviewed by the members of the ARC. The survey is conducted in March, and a report containing the results and recommendations is available in May. The report is sent to the ARC, SC, KAZGUU Board and other departments and divisions of KAZGUU that might be interested in results of the survey. The survey is anonymous, and no one can identify any respondent's details.

4.1.9 PHD STUDENT SURVEY

To assure and enhance the Quality, QM conducts PhD Student Survey that aims to receive feedback from PhD students studying at KSs on the quality of academic supervision and their overall experience.

Objectives:

- 1) To identify the level of satisfaction of PhD students with the quality of support of their research supervisor;
- 2) To identify the level of satisfaction of PhD students with the quality of library resources;
- 3) To identify the level of satisfaction of PhD students with the quality of their foreign internships;
- 4) To identify whether PhD students consider their educational programs as helpful in terms of the development of their skills and competencies;
- 5) To identify whether PhD students have appropriate work-life balance;
- 6) To identify whether PhD students feel overloaded, anxious or stressed;
- 7) To identify issues that PhD students have with their supervisors or their program management team;
- 8) To identify whether PhD students face corruption and (or) academic integrity violations;
- 9) To provide recommendations based on the survey results, to enhance the Quality of PhD programs.

Implementation:

PhD Student survey is conducted annually by the QM. The methodology and questionnaire are developed by the QM and reviewed by the members of the ARC. The survey is conducted in March, and a report containing the results and recommendations is available in May. The report is sent to the ARC, SC, KAZGUU Board and other departments and divisions of KAZGUU that might be interested in the survey results. The survey is anonymous, and no one can identify any respondent's details.

4.1.10 EVALUATION BY STUDENTS WITHIN A SCHOOL

To assure and enhance the Quality, a KS collects student feedback regarding the quality of the educational process at KAZGUU. A KS may use different instruments to collect student feedback, such as surveys, focus groups or personal meetings. Firstly, all the collected data is accumulated and analyzed by a SC and then reported with recommendations to the KS management, ARC and QM.

Objectives:

- 1) To ensure students' opinion is considered regarding the course content and learning experience;

- 2) To identify the level of satisfaction of students by the course content;
- 3) To identify the level of satisfaction of instructor's teaching approach during the semester;
- 4) To identify the level of satisfaction of instructor's skills and competencies;
- 5) To identify the level of fair and transparent grading by the instructor;
- 6) To identify the quality of received knowledge for the course;
- 7) To identify the quality of received skills and competencies of the student;
- 8) To understand the necessity of improving teaching methods for the instructor or course catalogue for the educational program.

Implementation:

At the end of each semester (preferably two weeks before the end of classes), SC conducts a teaching quality evaluation survey. An SC develops the methodology and questions, and QM reviews the methodology and questions. The survey is conducted by an SC two weeks before the end of a semester. An SC accumulates the data, analyzes the results, and then sends the report to KS management, ARC and QM. Individual results and recommendations are sent to faculty members whose courses were assessed in the survey.

A KS may conduct other surveys, focus groups, or personal meetings to evaluate KS students' quality of education. The results of these evaluations are analyzed by KS Committee and reported to KS management, ARC and QM.

4.1.11 EVALUATION BY FACULTY WITHIN A SCHOOL

To assure and enhance the Quality, a KS collects instructors' feedback regarding the quality of the educational process at KAZGUU. A KS may use different instruments to collect instructors' feedback, such as surveys, focus groups and personal meetings. Firstly, all the collected data is accumulated and analyzed by an SC and then reported with recommendations to the KS Management, ARC and QM.

Objectives:

- 1) To identify to what extent an instructor can analyze its strengths and weaknesses by the end of the course;
- 2) To ensure and improve the Quality of the course by providing recommendations to instructors;
- 3) To revise the course for the achievement of learning outcomes;

Implementation:

After the end of each semester, course instructors fill in the Course Management Form. Course Management Form is the self-evaluation form that serves as an instrument to assess the quality of teaching. Completed forms are accumulated and analyzed by an SC, and the results are sent to the KS management, ARC and QM. Each instructor receives personal recommendations and improves the quality of courses basing on these recommendations.

4.1.12 ALUMNI FEEDBACK

To assure and enhance the Quality, a KS collects alumni feedback regarding the quality of the educational process at KAZGUU. Different instruments may be used to collect instructors' feedback, such as surveys, focus groups and personal meetings. Firstly, all the collected data is accumulated and analyzed by an SC and then reported with recommendations to the KS Management, ARC and QM.

Objectives:

- 1) To identify the satisfaction of the educational program after graduation;
- 2) To identify the level of satisfaction of academic services and facilities at KAZGUU;

- 3) To analyze feedback from alumni to make adjustments for the educational programs;

Implementation:

Alumni feedback is collected and analyzed regularly by KAZGUU Alumni Club that is a voluntary association created based on the joint activity of graduates, students, instructors and administration.

Representatives of alumni are the bodies that are supportive of the goals and activities of the Club Council. Additional meetings of the Council may be convened at the discretion of the Chair. One-third of the members of the Council shall constitute a quorum.

The analysis results of alumni feedback are reported to SC, KS management, QM and ARC.

4.1.13 EMPLOYERS FEEDBACK

To assure and enhance the Quality, a KS collects employers' feedback regarding the quality of the educational process at KAZGUU. A KS may use different instruments to collect employers' feedback, such as surveys, focus groups and personal meetings.

Objectives:

- 1) To identify to what extent a KS educational program meets the expectations of employers;
- 2) To identify whether KAZGUU students and alumni possess strong professional skills and knowledge;
- 3) To identify whether KAZGUU students and alumni possess strong presentation and communication skills;
- 4) To improve the components of a KS educational program based on the feedback of employers;
- 5) To establish stronger connections with representatives of professional communities and private organizations.

Implementation:

Employers' feedback is collected and analyzed regularly by a KS Internship, Career and Employment Centre that aims to promote student professional development and efficient cooperation with employers and other stakeholders.

The analysis results of employers' feedback are reported to SC, KS management, QM and ARC.

4.2 EXTERNAL QUALITY ASSURANCE MECHANISMS AND INSTRUMENTS

4.2.1 NATIONAL CHAMBER OF ENTREPRENEURS OF THE REPUBLIC OF KAZAKHSTAN "ATAMEKEN" RANKING OF EDUCATIONAL PROGRAMS

Starting from 2018, the National Chamber of Entrepreneurs of the Republic of Kazakhstan (NCE RK "Atameken") conducts independent ranking of Kazakhstani universities' educational programs.

NCE RK "Atameken" is a non-profit organization representing Kazakhstani entrepreneurs' interests at the national level. The organization has offices in all regions of the Republic of Kazakhstan and participates in legislation enhancement.

KAZGUU participates in the ranking, and admits the criteria and methodology of the ranking as a valid instrument to measure the quality of education.

Objectives:

- 1) To evaluate the career prospects of KAZGUU alumni;

- 2) To identify to what extent the content of KAZGUU educational programs complies with employers' expectations and market demands;
- 3) To evaluate the quality of digitalization of the educational process at KAZGUU;

Implementation:

NCE RK "Atameken" conducts an independent Ranking of educational programs of Kazakhstani universities commissioned by the Ministry of Education and Science of the Republic of Kazakhstan annually. This ranking methodology is developed in collaboration with representatives of Kazakhstani universities, and representatives from different sectors of the market participate in the assessment of educational programs. The results of the ranking are published on NCE RK "Atameken" official website <https://atameken.kz/>.

4.2.2 ACADEMIC INTEGRITY LEAGUE MONITORING FOR COMPLIANCE WITH ACADEMIC INTEGRITY PRINCIPLES AND THE ABSENCE OF CORRUPTION RISKS

To assure and enhance Quality, KAZGUU participated in the establishment of the Academic Integrity League (AIL). Currently, KAZGUU is an active member of AIL and participates in the development of standards and other activities that help us improve the Quality of the educational process. Academic Integrity League is the association of Kazakhstani universities that is aimed to improve the quality of education, enhance educational standards and promote academic integrity standards.

Since 2018, AIL conducts regular Monitoring for Compliance with Academic Integrity Principles and the Absence of Corruption Risks and this monitoring is mandatory for all AIL members.

Objectives:

- 1) To identify to what extent KAZGUU complies with the academic integrity principles and ensures that students, faculty members and staff members are held responsible for academic integrity breaches;
- 2) To identify to what extent KAZGUU instructors apply evaluation criteria for grading of students' assignments and examinations;
- 3) To identify to what extent KAZGUU follows the ECTS system;
- 4) To identify to what extent grading of students' assignments and examinations are fair and transparent;
- 5) To identify to what extent KAZGUU has a fair and transparent procedure of hiring faculty and staff members;
- 6) To identify to what extent KAZGUU students can choose subjects/disciplines, instructor and time of classes during the registration process;

Implementation:

AIL Monitoring for Compliance with Academic Integrity Principles and Absence of Corruption Risks is conducted by a monitoring group consisting of AIL members representatives, representative of NCE RK "Atameken", representative of Anti-Corruption Agency of The Republic of Kazakhstan and representative of non-governmental agencies. The monitoring group is created by the AIL Council's decision and consists of not less than 7 members. AIL Council develops the methodology of monitoring. The monitoring is a compulsory for AIL members and may take place each academic year. AIL Council appoints the date of monitoring and sends the criteria to KAZGUU at least two months before the appointed date. The results of past monitoring are available for AIL members.

4.2.3 INSTITUTIONAL ACCREDITATION

Institutional accreditation is aimed to provide an external evaluation of the QA system at KAZGUU.

Institutional accreditations of other agencies may also be used as EQAMs in order to improve the Quality.

Objectives:

- 1) To identify to what extent the mission, vision and strategic objectives of KAZGUU correspond to the Quality standards and requirements;
- 2) To identify to what extent KAZGUU management structure corresponds to the Quality standards and requirements;
- 3) To identify to what extent KAZGUU educational process corresponds to the Quality standards and requirements;
- 4) To identify to what extent research at KAZGUU corresponds to the Quality standards and requirements;
- 5) To identify to what extent KAZGUU academic counselling and support correspond to the quality standards and requirements;
- 6) To identify to what extent KAZGUU studying facilities correspond to the quality standards and requirements;
- 7) To identify to what extent KAZGUU public information corresponds to the Quality standards and requirements;
- 8) To identify to what extent KAZGUU QAMs follow the standards and procedures prescribed by the QADs;

Implementation:

Institutional accreditation of KAZGUU is conducted by The Foundation for International Business Administration Accreditation (FIBAA) that is the recognized accreditation body in the Republic of Kazakhstan. The procedure and Quality requirements of institutional accreditation are accessible at FIBAA official website <https://www.fibaa.org/>. FIBAA representatives send all other details, including dates of visit, lists of required documents and other additional information regarding the program accreditation before the program accreditation.

4.2.4 PROGRAM ACCREDITATION

In order to enhance the Quality, educational programs provided by KAZGUU KS periodically undergo FIBAA program accreditation.

Program accreditations and (or) certifications of other agencies may also be used as a EQAMs to improve the Quality and raise the attractiveness of educational programs provided by KSs.

Program accreditation is aimed to provide an external evaluation of the Quality of educational programs provided by KAZGUU.

Objectives:

- 1) To identify to what extent qualification objectives of a KAZGUU educational program are clearly set and justified;
- 2) To identify to what extent admission requirements for a KAZGUU educational programs are defined and comprehensible and whether the selection procedure of prospective students is fair and transparent;
- 3) To identify to what extent contents of a KAZGUU educational program are designed logically and ensure the achievement of the learning outcomes;
- 4) To identify to what extent the structure of a KAZGUU educational program follows the ECTS requirements and equality of opportunities for students is ensured;

- 5) To identify to what extent modern and efficient teaching and learning methods are used within a KAZGUU educational program and whether students take an active role in the learning process;
- 6) To identify to what extent international contents are integrated into the curriculum of a KAZGUU educational program;
- 7) To identify to what extent soft skills of students are developed within a KAZGUU educational program;
- 8) To identify whether there is enough faculty with sufficient qualifications to participate in the provision of a KAZGUU educational program;
- 9) To identify to what extent program management contribute to the gradual improvement of a KAZGUU educational program;
- 10) To identify to what extent facilities and equipment provided by KAZGUU cover the needs of a KAZGUU educational program;
- 11) To identify whether the QA system ensures the Quality of a KAZGUU educational program contents, processes and outcomes.

Implementation:

Program accreditation of KAZGUU is conducted by FIBAA, the recognized accreditation body in the Republic of Kazakhstan. The Quality requirements of program accreditation are accessible at FIBAA official website <https://www.fibaa.org/>. All other details including dates of visit, lists of required documents and other additional information regarding the program accreditation is sent by FIBAA representatives prior to the program accreditation.