



Strategic development plan of JSC "Astana Medical University" for 2017-2021

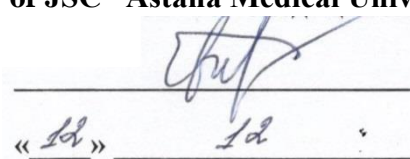
Approved by Rector - Chairman of the Executive Board of JSC "Astana Medical University"

Agreed by Vice-minister - Chairman of the Board of Directors of JSC "Astana Medical University"



M. Shaidarov

2016



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2016



STRATEGIC DEVELOPMENT PLAN of JSC "ASTANA MEDICAL UNIVERSITY" FOR 2017-2021



Astana, 2016



Strategic development plan of JSC "Astana Medical University" for 2017-2021

Согласовано

Советом директоров

АО «Медицинский университет Астана»

от «16» 12 2016 год, протокол № 8



Agreed by the Board of Directors
of JSC "Astana Medical University"
From "12" December, 2016
Minutes № 8

Утверждено

Решением Правления

АО «Медицинский университет Астана»

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From "21" December, 2016
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Strategic development plan of JSC “Astana Medical University” for 2017-2021

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Strategic development plan of JSC “Astana Medical University” for 2017-2021

Abbreviations

1. JSC “AMU”, AMU – Joint Stock Company “Astana Medical University”;
2. HD – heads of departments;
3. SRW – scientific and research work;
4. STP – scientific and technical projects;
5. SRI – scientific and research institute;
6. UNT– Unified National Testing;
7. MES RK – Ministry of Education and Science of the Republic of Kazakhstan;
8. MHSD RK– Ministry of Healthcare and Social Development of the Republic of Kazakhstan;
9. NU – Nazarbayev University;
10. IKQAAE – Independent Kazakhstan Quality Assurance Agency in Education;
11. IAAR – Independent Agency for Accreditation and Rating;
12. ATS – academic teaching staff;
13. PGE – post-graduate education;
14. MMI – multiple mini interview;
15. MO – medical organizations.

**Strategic development plan of JSC "Astana Medical University" for 2017-2021****1. Passport of the Strategic development plan of JSC "Astana Medical University" for 2017-2021**

Name	Strategic development plan of JSC "Astana Medical University" for 2017-2021
Basis for development	<ol style="list-style-type: none">1. The address of the President of Kazakhstan N. Nazarbayev to the people of Kazakhstan "Kazakhstan's way – 2050: one goal, one interests, one future", 18 January 2014;2. The address of the President of Kazakhstan N. Nazarbayev to the people of Kazakhstan "Nurly zhol – a way to the future", 11 November 2014;3. The address of the President of Kazakhstan – Leader of the Nation N. Nazarbayev to the people of Kazakhstan "The strategy "Kazakhstan-2050";4. Strategic Development Plan of the Republic of Kazakhstan until 2020;5. State Program of Education Development in the Republic of Kazakhstan for 2011-2020;6. State Program of Health Development "Densaulyk" for 2016-2019;7. Strategic Plan of the Ministry of Healthcare and Social Development of the Republic of Kazakhstan for 2014-2018;8. Strategic Plan of the Ministry of Education and Science for 2014-2018;9. Recommendations of the strategic partner – University La Sapienza, Italy
Developer of the strategic plan	JSC "Astana Medical University"
Aim	To improve the quality of educational services and the results of the main activities of the University aimed at strengthening its competitiveness through the introduction of administrative, educational, scientific innovations, improvement of the organizational and technological infrastructure
Strategic policies:	<ol style="list-style-type: none">1. Ensuring leadership in higher, postgraduate and additional professional education;2. Improvement of the management system of the university oriented to full satisfaction of all stakeholders;3. Development of human, intellectual and logistic potential;4. Development and integration of medical science, education and clinical practice;5. Development of an entrepreneurial approach and multi-channel funding of the University's activity.
Strategic goals	<ol style="list-style-type: none">1. ENSURING LEADERSHIP IN HIGHER, POSTGRADUATE AND ADDITIONAL PROFESSIONAL EDUCATION Goal 1.1 Ensuring high quality of the educational services provided by the University Goal 1.2. Development of the strategic partnership with medical schools of leading foreign universities in education, research and practice, as well as in priority areas of the University Goal 1.3. Promotion of students' placement and social assistance2. IMPROVEMENT OF THE MANAGEMENT SYSTEM OF THE UNIVERSITY ORIENTED TO FULL SATISFACTION OF ALL STAKEHOLDERS Goal 2.1 Improvement of the management and corporate culture of the University3. DEVELOPMENT OF HUMAN, INTELLECTUAL AND LOGISTICAL CAPACITY



Strategic development plan of JSC “Astana Medical University” for 2017-2021

Goal 3.1 Implementation of the integrated human resources policy and continuous training of the University’s staff

Goal 3.2 Modernization of material and technical resources of the University.

4. DEVELOPMENT AND INTEGRATION OF MEDICAL SCIENCE, EDUCATION AND CLINICAL PRACTICE

Goal 4.1 Development of medical science in line with internationally accepted approaches and standards

5. DEVELOPMENT OF AN ENTREPRENEURIAL APPROACH AND MULTI-CHANNEL FUNDING OF THE UNIVERSITY’S ACTIVITY

Goal 5.1 Maintenance of the University’s financial stability

Expected results

1. The status of research medical University by 2020.
2. Autonomous University by 2020.
3. Creation of the University’s multidisciplinary hospital corresponding with the world standards;
4. JSC “AMU” has entered the top-800 world ranking of the best universities by 2020.

Source of funding

Republican budget.

Budget financing from corresponding local budgets for the development of education system.

Chargeable services provided by JSC “AMU”.



Strategic development plan of JSC “Astana Medical University” for 2017-2021

2. Mission of JSC “Astana Medical University”

Astana Medical University is one of the leaders in medical education, training competitive specialists in the field of healthcare under the principle “Education for all as long as life endures”, carrying out its activities in accordance with national and international quality standards for the benefit of individuals, society and state.

Vision of JSC “Astana Medical University” – The University in the future:

The leading academic, research autonomous medical university, the leading scientific and clinical center of the Republic of Kazakhstan, integrated into the world educational and scientific space.

**Strategic development plan of JSC “Astana Medical University” for 2017-2021****3. Analysis of the current situation and development trends of the university**

“The priority of the state in the social policy should be large-scale investment in human capital. In other words, to continue the modernization of education, healthcare, according to the previously adopted programs. Here, we do not have to regret, because education and health care, this is a man, this is the future”.

(from the Address of the President to the people of Kazakhstan “Kazakhstan in the new global reality: growth, reform and development”) dated from November 30, 2015.

History of JSC “Astana Medical University”

JSC “AMU” is one of the largest and fastest growing medical schools in our country, has a high reputation in the field of medical education, traditions longer than 50 years, both in the provision of educational services, as well as in the development of medical science and clinical activities.

According to the Government decree of the Republic of Kazakhstan dated 13 May, 2008 No.451 Republican state budget-supported enterprise (RSBE) “Kazakh State Medical Academy” of the Health Ministry was reorganized into the joint-stock company “Kazakh Medical Academy” with one hundred percent state participation in the authorized capital. From January 6 of 2009, JSC “Kazakh Medical Academy” converted into JSC “Astana Medical University” and became a member of the JSC “National Medical Holding” (hereinafter - the NMH). Clinical bases of the University are the largest national and republican centers and research institutions, subsidiaries of the National Medical Holding. Since the 1st of July, 2010 the university is subordinated to the control of the Health Ministry of the Republic of Kazakhstan.

Since 2009 to date, the University is the only corporatized university among medical universities of the country and has valuable experience in the implementation of possibilities according to the new status. The rights of ownership and use of the state block of shares in JSC “AMU” in the amount of 100% of the authorized capital are performed by the Ministry of Health and Social Development of the Republic of Kazakhstan.

Educational activities

Currently, the university has the license of the Committee for Control of Education and Science of Education and Science Ministry of the Republic of Kazakhstan from 31.01.2009, registration number 0064050, series АБ, without term limitation, with the right to conduct educational activities in the programs of higher and postgraduate professional education, according to which the university is entitled for the issuance of state-recognized degree certificates.

The comprehensive system of continuous education, which includes a pre-university, post-graduate and additional education, works at the university. JSC “AMU” is one of the leaders in the transition to a multi-level system of higher education, the first among the medical universities of Kazakhstan began a multi-level training of medical and academic staff:

- basic medical education – residency – doctoral program;
- bachelor’s program – master’s program – PhD program.

Within the framework of the state order under the program 031 “Implementation of international standards in the field of hospital management”, JSC “AMU” implements the educational program for the preparation of “Masters of Business Administration” (MBA) in the field of hospital management.

MBA graduates



The first graduation of masters of business administration was held on December of 2010; by now, 82 people have been trained, 100% – have been employed.

The Northern region (Astana city and Akmola, North Kazakhstan, Kostanai oblasts) is a main target of the geographical area in activity of JSC “Astana Medical University” for the medium term. All individual consumers, primarily, the graduates of secondary educational institutions and medical colleges, who are interested in higher education are recognized as target consumer groups for JSC “Astana Medical University”.



Figure 1. Supervised regions

The department of professional orientation and psychological adaptation of students was created in JSC “Astana Medical University”. The selection and admission policy of students for undergraduate studies was developed by the employees of the department. Admission policy of students to JSC “AMU” corresponds to the “Law of the Republic of Kazakhstan on Education”, “Model Rules of admission to universities of Kazakhstan”, which was developed by the Education and Science Ministry and to internal regulating documents “Admission rules for students to study at JSC “Astana Medical University”. Admission of foreign citizens to the University is regulated with the internal document “Regulations of JSC “Astana Medical University” on the admission of foreign citizens”. The work of the admissions office is regulated with the document “Regulations on the work of the admissions office in JSC “Astana Medical University”.

JSC “AMU” aims to accept only the best students in order to ensure qualitative preparation of professionally and morally trained professionals for the healthcare system of RK, competitive, with the ability to use innovative technologies, knowledge and harmoniously developed professionals who are able to provide qualitative and safe healthcare services in the context of globalization of the world community.



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The minimum pass grades of UNT in the context of the grant on specialties from 2011 to 2015 were as follows:

Table 1. Minimum pass grades of UNT in the context of the grant on specialties from 2011 to 2015.

Specialty	2011-2012		2012-2013		2013-2014		2014-2015		2015-2016		2016-2017	
	Rural quota	General competition	Rural quota	General competition	Rural quota	General competition	Rural quota	General competition	Rural quota	General competition	Rural quota	General competition
GM (kaz)	95	92	80	87	87	93	91	95	87	91 AEO	92	100
GM (rus)	90	83	74	78	78	90	83	93	78	100 PGE	84	95
HC (kaz)	93	92	78	90	90	93	97	100	90	91 AB	89	100
HC (rus)	88	82	71	84	84	96	90	100	84	95 AB	-	93 AB
Dent(kaz)	95 (AB)	92 (AB)	96	97	97	85 AB	100 PGE	91 AB	97	95 AB	93 AB	97 AB
Dent (rus)	93 (AB)	91 (AB)	96	98	98	93 AB	88	92 AB	98	97 AB	97 AB	95 AB
PHF (kaz)	97	96	84	96	96	97	100 PGE	91	96	93 AB	-	98
PHF (rus)	95	92	86	87	87	94	85	93	87	93	-	93
Nursing (kaz)	91	90	74	84	84	85	93 AB	89	84	92	87	89
Nursing (rus)	81	78	69	76	76	79	81	80	76	85	87	91
Pharmacy (kaz)	-	-	86	86,5	87	92	87	96 AB	96 AB	98 AB	96 AB	98 AB
Pharmacy (rus)	-	-	76	87,5	81	88	77	97	-	94 AB	-	91

As it can be seen from the table, the minimum pass grade becomes higher every year.

In order to implement new approaches to the selection and admission of applicants into the institutions of medical and pharmaceutical education in the 2015-2016 academic year within the pilot project “Multiple Mini-Interviews” (MMI) in our University, a working group was created from teaching and administrative-managerial personnel in the quantity 64 people who were certified in MMI.

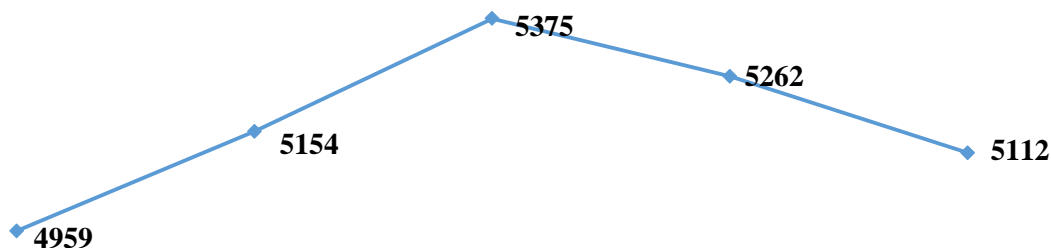
MMI was held among the applicants who were eager to enter the JSC “AMU” on the paid basis within the framework of admission campaign of the 2016-2017 academic year. The results showed that almost all the applicants are actually motivated and/or have necessary qualities to study to medical specialties.

In the 2009-2010 academic year, the experimental groups in the specialty “General Medicine” were created, where the language of instruction is English. Today, the number of students in the experimental groups amounted to 228 students.

At the faculties of the University, 4646 students, 1536 interns, 434 residents, 100 masters and 70 doctoral students, including 209 international students from 10 countries (Russia, Ukraine, Azerbaijan, Uzbekistan, Kyrgyzstan, Turkmenistan, Tajikistan, Belarus, China, Mongolia) study. Furthermore, the chairs of the continuing professional development and further education annually train more than 3,000 students.



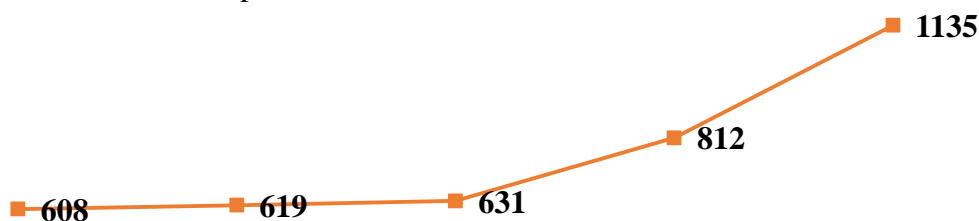
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2012-2013 ac.year 2013-2014 ac.year 2014-2015 ac.year 2015-2016 ac.year 2016-2017 ac.year

Graph 1. Dynamics of the number of students and interns studying under the state educational grant

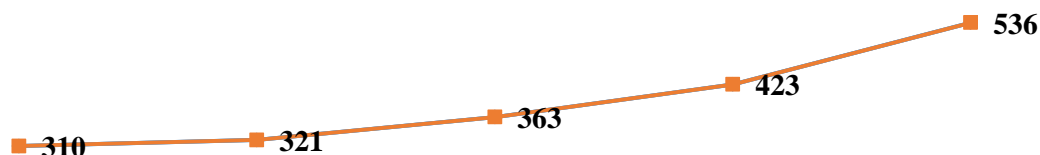
The dynamics of the number of students and interns studying under the state educational grant has been decreasing since the 2014-2015 academic year in the result of the reduction in the number of state grants for medical specialties from 5000 to 3000 places.



2012-2013 ac.year 2013-2014 ac.year 2014-2015 ac.year 2015-2016 ac.year 2016-2017 ac.year

Graph 2. Dynamics of the number of students and interns studying on the contractual basis

During the analyzed period, growth dynamics of number of students and interns studying on the paid basis is visible clearly.

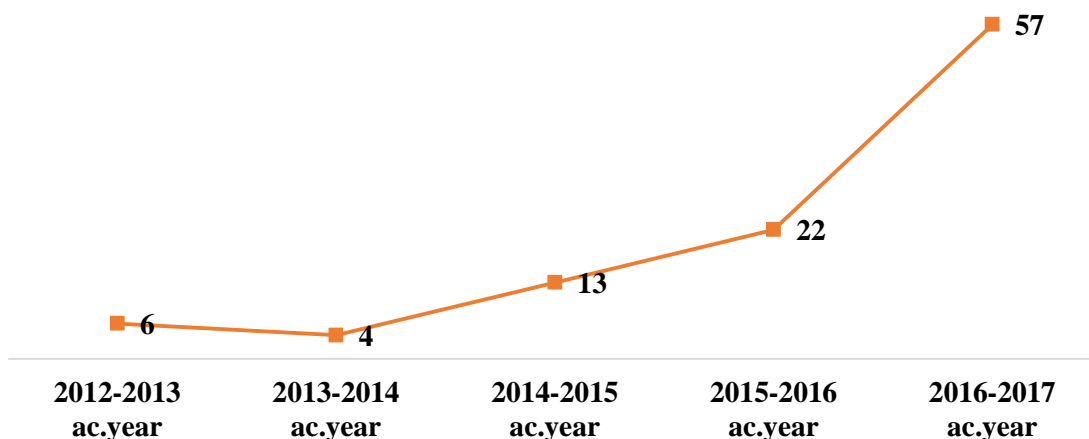


2012-2013 ac.year 2013-2014 ac.year 2014-2015 ac.year 2015-2016 ac.year 2016-2017 ac.year

Graph 3. Dynamics of the number of PGE students studying under the state educational grant



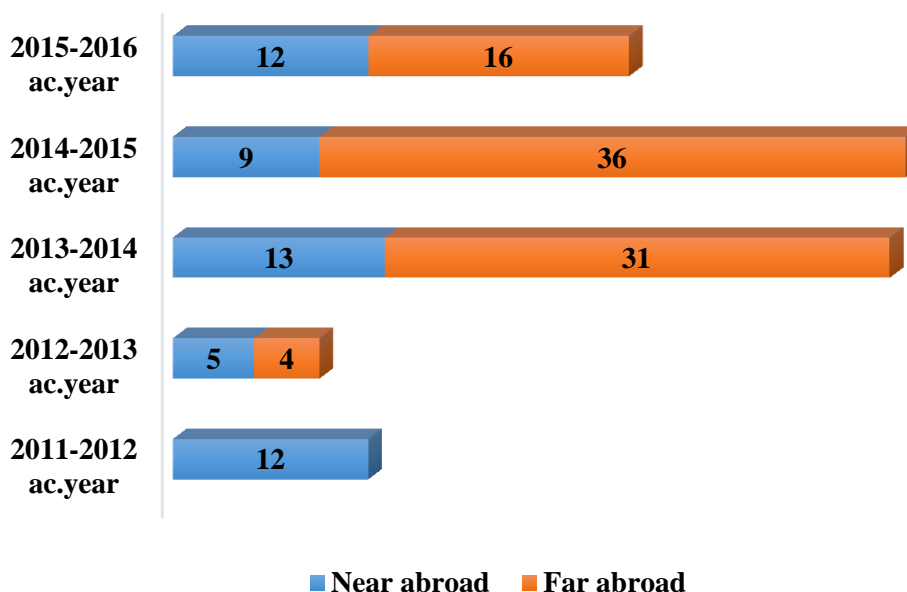
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Graph 4. Dynamics of the number of PGE students studying on the contractual basis

In the programs of post-graduate education, we see the significant increase in the number of students both studying under the state educational grant and on the paid basis.

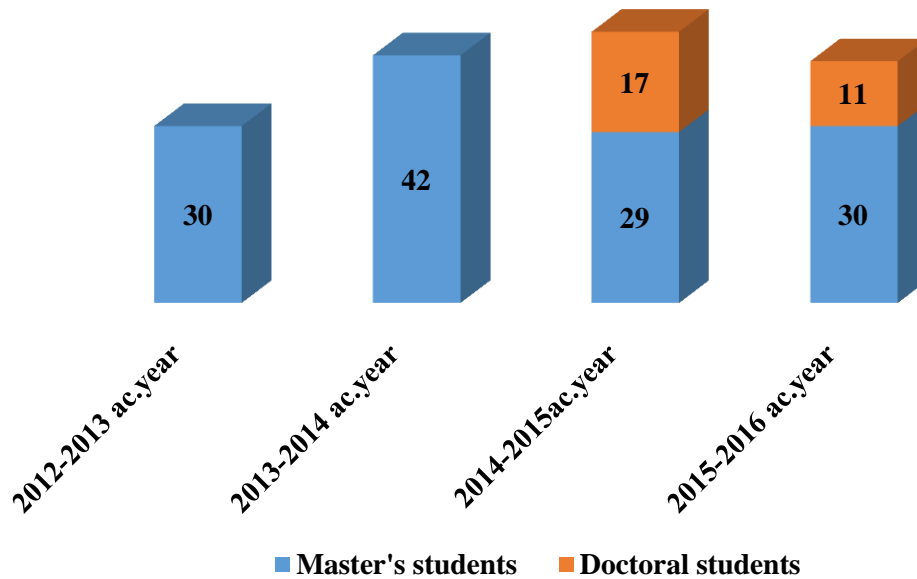
Within the framework of academic mobility, bachelor students, master’s students and doctoral students study in Vilnius University and in Klaipeda University in Lithuania, in Pleven Medical University in Bulgaria, in Saint-Petersburg chemical and pharmaceutical academy in Russia, in the universities of Spain, Turkey, Israel.



Graph 5. Students’ academic mobility during the period since the 2011-2012 till 2015-2016 academic years



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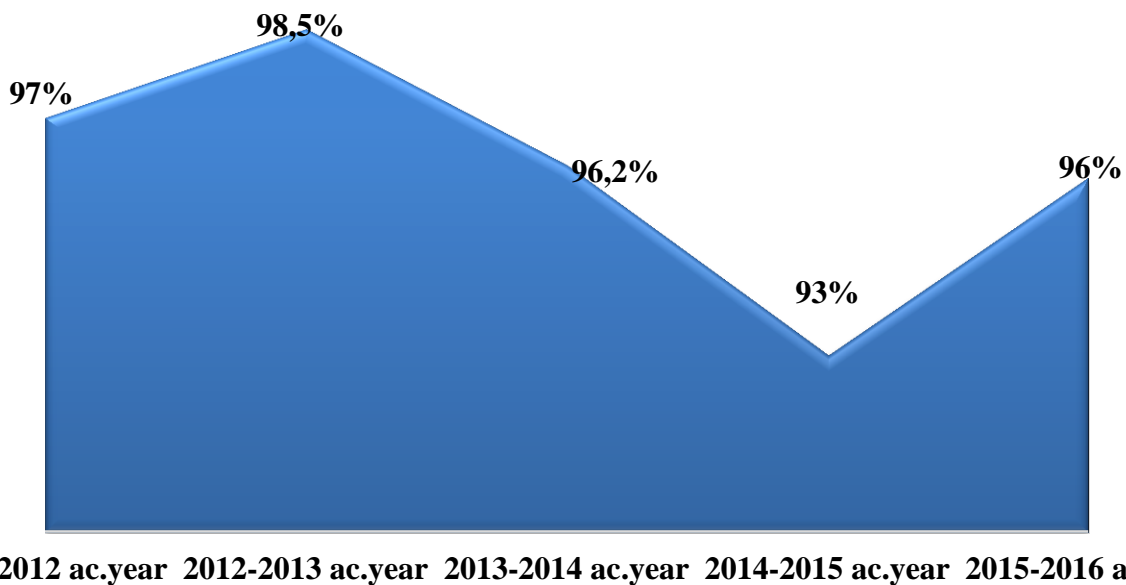


Graph 6. Academic mobility of PGE students during the period since the 2011-2012 till 2015-2016 academic years

The dean's office of youth works at the University. The student self-government was organized at the University, where the delegation of functions in educational unit was carried out for students: Student Council was created, which includes operations sector, cultural sector, sports sector, research sector, editorial board, youth policy sector.

The dean's office for internship and employment operates at the University, which deals with the distribution, monitoring and analysis of graduates' employment.

In recent years, the analysis of the graduates' employment shows that more than 90% of graduates are employed (Graph 7).

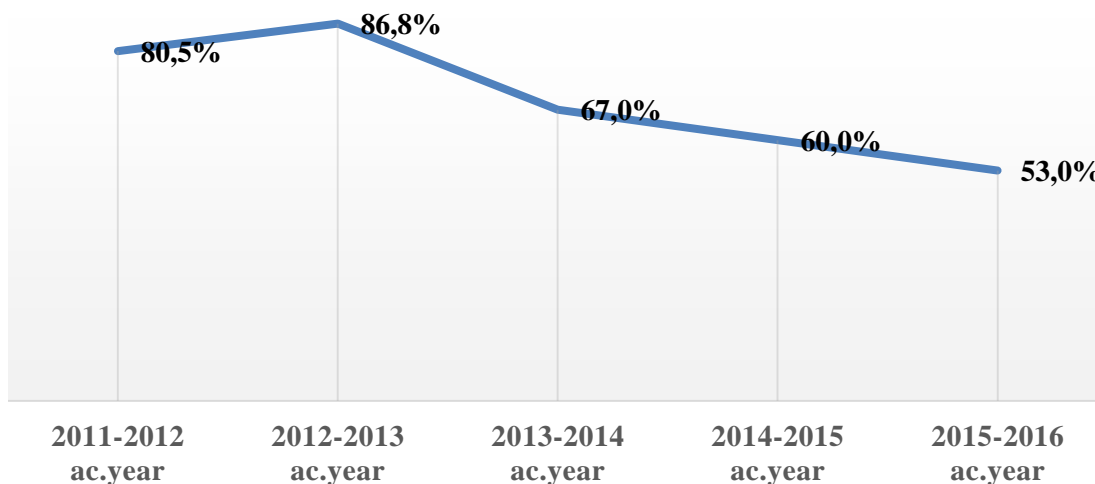


Graph 7. Graduates' employment during the period since 2011-2012 till 2015-2016 academic years



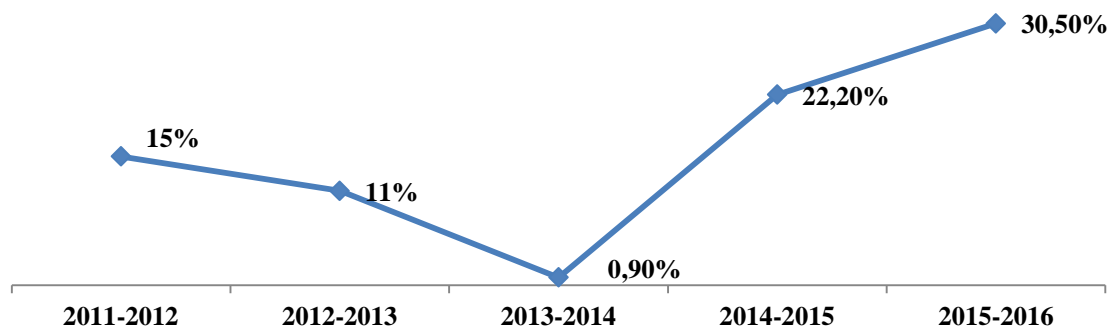
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The percentage of graduates' employment during 5 years has been fluctuating from 97% to 96% that is the result of the fact that in distributing, some of graduates of subsidized category get unfixing.

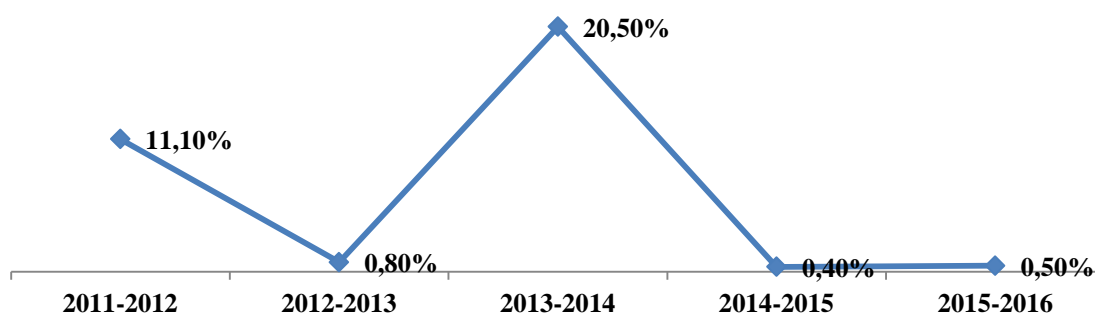


Graph 8. Graduates' arrival during the period since the 2011-2012 till 2015-2016 academic years

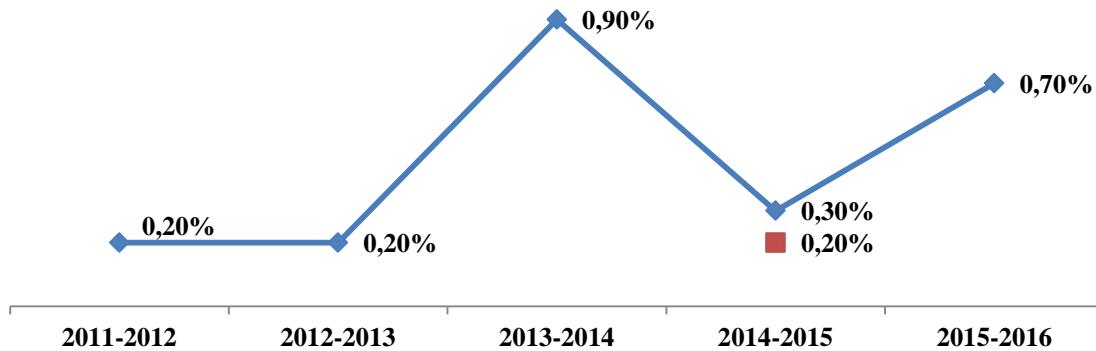
The share of graduates, who arrives to the distribution point, is decreasing in the result of the fact that the graduates continue studying in residency and master's program. This is connected with the absence of internship in particular specialties. Accordingly, the provision of practical healthcare with graduates is dropping in the connection with the increase in the number of graduates who continued post-graduate education (residency and master's program) (Graph 9).



Graph 9. The share of graduates who have undertaken further study in residency



Graph 10. The share of students who have undertaken further study in master’s program

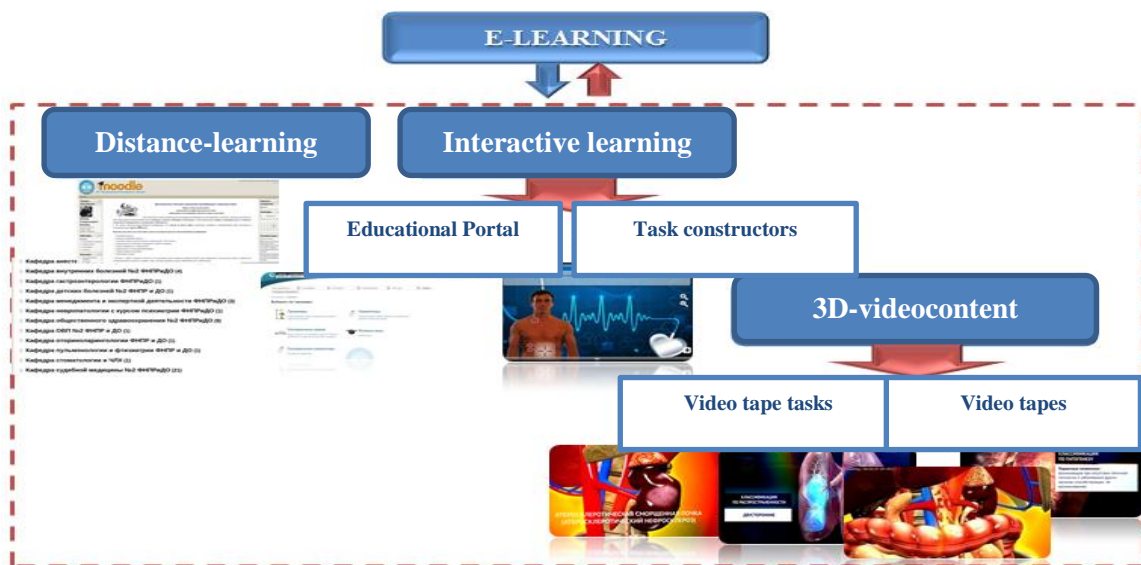


Graph 11. The share of students who have undertaken further study in residency training under the program “Bolashak”

Informatization of medical education

The corporate data network were created, where the staff and students of the University were registered, bringing together two academic buildings, two dormitories, moreover, there is the Wi-Fi hotspots in the halls of academic buildings, library and dormitories, the video surveillance system in the buildings and the dormitories of university, the corporate mail for staff and students were established. On the basis of the program “Sirius” the automated system for management in educational process is implemented, furthermore, the corporate information portal of the University www.amu.kz; satellite telecommunications equipment and video conferencing system; electronic document flow, loan automation and circulation of the educational process on the basis of “Sirius” platform are in work.

With the aim of implementing e-learning in the educational process for undergraduate studies, with the assistance of Infosms.kz company online learning portal (<http://trens.amu.kz>) was developed, where students can get acquainted with simulators, virtual simulators, interactive situational tasks, role-playing games, video and audio lectures with the use of Internet. The portal is available from a PC or laptop, and mobile devices, tablets.





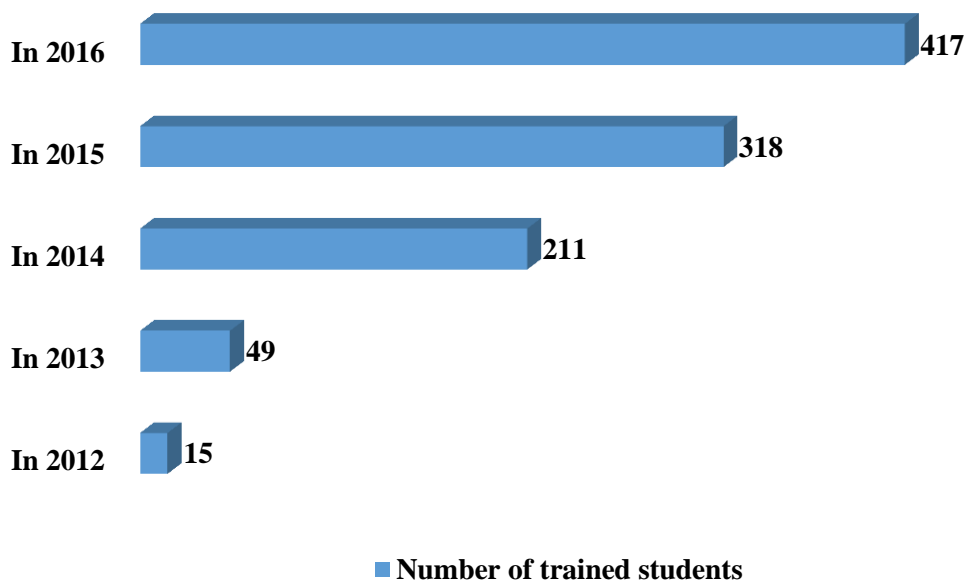
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The universal constructor of case studies was created, taking into account the needs and requests of chairs. The constructor allows to create situational tasks of any complexity level with the possibility of student knowledge control, attachment of multimedia information.

The constructor of role-playing games was created, which also allows to create role-playing games of any level of complexity, with the ability to control a communication skills by teacher, which were laid in the problem, attachment of multimedia content.

In the University, the system of international distance-learning (MOODLE) is in work that uses the last achievements in this field.

Since 2012, distance learning on the level of additional professional education has been implemented, and for today, 807 learners passed the courses of professional development by this method.



Graph 12. Conducting cycles with the use of distance learning technologies

For today, the training with the use of distance technologies is conducted in the specialties:

- Public healthcare;
- Management;
- Endo-surgery;
- Medical jurisprudence;
- Obstetrics & Gynecology;
- Gastroenterology;
- General medical practice;
- Neuropathology;
- Infectious diseases;
- Pathoanatomy that amounts to 41.7% of the total number of additional education specialties.

Resources

As of 1 November 2016, 1750 employees provide the educational process, from them 1 380 are full-time employees, including the number of the administrative and managerial staff (AMS) amounted to 242 people; the number of teaching and support staff (TSS) is 198 people; the number of maintenance staff (MS) is 162 people. 1 148 qualified teachers (including 778 (68%) full-time), 109 – Doctors of Sciences; 268 candidates of Science; 16 PhD doctors; 64 teachers with the academic title of Professor, 97 teachers with the

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state language and 293 books are in English (178 books more than in 2013). The book supply for 1 student of literature in Russian is 140 units due to the contracts concluded with the Akmolai branch of the Republican National Technical Library. Every year, the University updates the library fund not less than 533 titles of course books.

In the library, the indexing with the use of MESH thesaurus is carried out and it is under the control of automated library information system “IRBIS 64”.

All chairs and departments of the University are constantly equipped with computers, which makes it possible to introduce e-learning magazines into the educational process, Internet classes, testing center have been organized. The website, own mail server, instant messaging server, file hosting service operate in the University. The system Terrasoft Service Desk has been installed. The satellite-telecommunications equipment has been installed in the auditorium for live broadcasts.

International activity

The entry of JSC “AMU” into the global educational environment poses a new challenges for the University in the development of international activities, which are inextricably linked with both the development of the international activity of the country in general and health in particular.

The University is working to expand international relations, has formed direct links with many foreign research centers and universities, signed cooperation agreements in the field of education and science with 42 foreign universities and organizations in the US, Europe and Asia.

In 2016, the University signed Executive Protocol, agreement on cooperation and strategic partnership with the Medical School of Rome University La Sapienza, in which the University is planning to implement the project of modernization of medical education, including the development of selected, priority educational programs:

- Public healthcare, management and expert activities in health care;
- Neurology;
- Anesthesiology and Intensive Care.

By now, JSC “AMU” is a member of UNAI since 24 February 2016. “The interaction with the academic communities (UNAI)” is a global initiative of the United Nations Secretary-General, aimed at enhancing cooperation with higher education institutions in support of United Nations goals. Participation in UNAI gives JSC “AMU” all the benefits of membership in the growing network of students and scientists engaged in active work on the organization of activities and research in order to create a single global culture of intellectual responsibility towards society.

Quality assurance

In order to create conditions for the continuous improvement of the university activity and increasing the satisfaction of needs and expectations of its stakeholders, since 2007 the University doubly certified for compliance with the international standards ISO 9000 version 2000 and 2008, use of management tools: strategic management, SWOT-analysis, outsourcing, cleaning, benchmarking, balanced scorecard, project management, HR-management, institutional accreditation standards for university accreditation, standards of the laboratories ST RK ISO / IEC 17025-2007.

In 2011, the University has integrated the EFQM excellence model with the existing quality management system. In November 2011, the University has been successfully validated by international experts (assessors) for compliance with the criteria and the fundamental concepts of excellence model EFQM at the level of “Execute Excellence”, and in November 2012 - assessment for compliance with the level of excellence for Model EFQM “Recognized Excellence”, 4 stars.

The next step is the development of an integrated management system (hereinafter - ISM) of the University, which is adopted after the analysis of the validation report «Models of EFQM», there was the introduction of the corporate social responsibility system (hereinafter - CSR) in accordance with the ISO

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26000 standard: 2010, Information Security Systems (hereinafter - SIS) in accordance with ISO 27001: 2005, the international standard ISO 31000: 2009 “Risk management. The principles and guidelines”, the environmental management system under the international standard ISO 14001: 2004, Occupational Safety and Health Management System by the international standard OHSAS 18001: 2007, the energy management system according to international standard ISO 50001: 2011 and then - the integration of all management tools at the University. In June 2013 the University successfully passed the third recertification audit of management system in accordance with the international standard ISO 9001: 2008 and received a certificate authority AFNOR (France).

In 2013 the University activity was awarded with the highest rating of the European Foundation for Quality Management - Certificate 5 stars of Excellence Model.

In October 2013 in Bangkok, Thailand, the University was awarded the Asian award for excellence and best practice in the field of quality management at the Congress ANQ-2013 Asian Organization for Quality. The certificate of the Asian Organization for Quality promote JSC “AMU” to the new level of excellence, thus confirming the fact that our University is one of the leading universities in the Republic of Kazakhstan, where the provision of quality education and services meet all international standards and requirements.

In addition, in 2013 the University passed successfully national institutional accreditation (IKQAA), in 2013 and 2014 a specialized accreditation of educational programs of undergraduate degree on specialties “Dentistry”, “Pharmacy”, “Medical and preventive care”; graduate degree on specialties “Medicine”, “Medical and preventive care” (IKQAA); in 2013 – the international accreditation in educational programs of MBA in the specialty “Public Health” and undergraduate degree “Public Health” (Institute for accreditation, certification and quality assurance, ASQUIN, Germany). In 2014, according to the results in comprehensive assessment of the activity, the University is recognized as passed the state certification for compliance with the requirements of the State Compulsory Educational Standard in the Republic of Kazakhstan, qualification requirements for licensing of educational activities and the requirements of normative legal acts in the field of education and was certified for a period of five years (MES of RK and MH of RK, April 2014). In 2015, the University successfully passed the specialized accreditation of educational programs of undergraduate degree on specialties “General Medicine”, “Nursing”, graduate degree on specialty “Public Health”, doctoral programme on specialty “Medicine”, “Public Health” and 21 residency specialties.

As a result of the general rankings among the best universities in Kazakhstan for 2009-2013 years, our university holds consistently a leading position among medical schools: in 2009, 2010 - 3rd place, in the last 3 years - 1st place. According to the ranking of the educational programs in undergraduate degree among medical schools in Kazakhstan the rankings of JSC “AMU” were as follows:

- in 2010 - 1st place in the specialty “Dentistry”; 2nd place in “General Medicine”, “Public Health”, “Nursing”, “Pharmacy”; in 2011 - 1st place in 5 specialties: “General Medicine”, “Public Health”, “Nursing”, “Medical and preventive care”, “Dentistry”;
- in 2012 - 1st place in the specialty “Public Health”, 2nd place in “Nursing”, “Dentistry”, “Pharmacy” and 3rd place in the specialty “General Medicine”;
- in 2013 - 2nd place in 5 specialties “Public Health”, “Nursing”, “Dentistry”, “Pharmacy” and “General Medicine”;
- in 2014 and 2015 – the University did not participate in the ranking of medical universities.

- according to the results of an independent rating of Kazakhstan universities in 2016, which was conducted by IAAR, the University took the 2nd place. According to the ranking of undergraduate, graduate and doctoral educational programs of universities among the medical schools of RK in 2016, the success in the IAAR ranking were as follows:

Bachelor:

- 1st place in the specialty “Public Health”;
- 2nd place in the specialty “General Medicine”, “Dentistry”, “Nursing”, “Pharmacy”, “Medical-preventive work”;

Master’s program:

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- 1st place in the specialty “Medicine”, “Public Health”, “Medical-preventive work”;
- 2nd place in the specialty “Nursing”;

Doctoral program:

- 1st place in the specialty “Medicine”;
- 2nd place in the specialty “Public Health”.

Ranking allows evaluating the quality of educational services and helps to answer the applicants’ request for choosing a training place.

In the world ranking of university websites Ranking Web of Universities (Webometrics) JSC “AMU” ranks the **13562** place, in the continental ranking – **4804 place**, in the country – **41 place**. This is connected with low citedness of materials, published on the University’s website, small quantity of files of research works publications and research results, archived in Adobe Acrobat (pdf), Adobe PostScript (.ps), Microsoft Word (doc) and Microsoft Powerpoint (ppt), which are considered to be the indicator of research activity of the University in this ranking.

Ranking allows to assess the quality of provided educational programs and makes possible to reply to the requests of applicants on the choice of place for studying.

Scientific research

In the process of consistent development of the education system in Kazakhstan, the research project becomes an important characteristic of the activities in the higher education institution.

In accordance with the law of the Republic of Kazakhstan “On Science”, in 2014, research activities of the University were accredited successfully as a subject of scientific research.

At the University one scientific and clinical council and 4 scientific seminars operate:

- 1) in biological, pharmacological and pharmaceutical specialties,
- 2) in surgery and related specialties,
- 3) in therapeutic and related specialties,
- 4) in public health and hygiene.

The University is the establisher of 4 journals.

In the JSC “AMU”, the following academic divisions operate:

- Institute of Radiobiology and Radiation Protection (IRRP);
- Research Center for Pharmacology;
- Scientific school in the field of preventive medicine and nutrition named after E.D. Dalenov;
- Regional Educational and Scientific Training Center;
- Research and Education Center of the evidence-based medicine;
- 22 laboratories.

Since 2010, Research and Innovation Development Fund of JSC “AMU” works in the University.

Since 2010, JSC “AMU” has been conducting workshops for the staff according to GCP and GLP standards, research management, biostatistics, evidence-based medicine.

The University publishes 3 specialized periodicals:

1) Since 1989, “Astana medical magazine”, which has been included into the list of scientific publications recommended by the Committee for Control of Education and Science of the MES RK for the publication of the main results in the scientific activities. In July 2013 “Astana medical magazine” has been successfully re-certified according to the new rules of the Law on Science, entered the list of magazines recommended by the Committee for Control of Education and Science of the MES RK;

2) “Otorhinolaryngology” – head and neck surgery” is formed on the basis of the ENT diseases department since 2006;

3) “Valeology, health, illness, recovery” is formed on the basis of the preventive medicine and nutrition department since 2010.

At the university, there are an academic council, educational-methodical council, scientific and clinical council, committees on educational programs of specialties, which combine teachers of disciplines

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corresponding specialties (professions), the employers are included in order to study their needs and expectations.

In 2013, the testing laboratory at IRRP JSC “AMU” was accredited by the National Accreditation Center of RK for the compliance with ST RK ISO/IEC 17025, to validate the competence and compliance of the testing laboratory IRRP to standard requirements, on the basis of what the results of the test, product conformity certificates will be automatically recognized in signatory countries of the International Laboratory Accreditation Cooperation (ILAC) and the Organizations of the Pacific Accreditation Cooperation (PAC).

Table 2. Review of the scientific activity:

No	Indicator	Meas.unit	2013	2014	2015
1.	The volume of attracted funding from research, million tenge	Thousand tg.	45 648,0	60 704,0	70 698,0
2.	Implementation of research programs and projects	Number	5	4	5
	- foreign (collaboration);				
	- contractual (on demand of the production organization);	Number	2	5	2
	- state (for program-targeted financing and/or grant funding);	Number	1	2	3
	- commercialized projects, aimed at obtaining an economic impact by university;	Number	-	-	-
3.	Publishing activities:	Number	866	527	438
	- publication in scientific journals of Kazakhstan recommended Committee for Control of Education and Science of Kazakhstan and CIS countries				
	- Publications in English in foreign scientific journals	Number	34	45	30
	- publications with impact factor	Number	34	42	28
	- monographs	Number	15	7	2
4.	Citation index (h-index)	Number	6	8	16
5.	The number of protection documents	Number	21	24	42

One of the important activity areas of JSC “AMU” is the clinical activity. The Department of clinical work and evidence-based medicine coordinates and analyzes the clinical work at the University; this department was created in 2011.

Currently, 47 clinical chairs of JSC “Astana Medical University” are based on 66 MO of Astana. More than 450 highly qualified staff of specialists work on the clinical chairs of the University. The structure of clinical bases of the University has been improved qualitatively. Today the lack of private hospital is offset by the access to medical centers, research institutes, modern city hospitals and polyclinics of Astana city. The work in these institutions is conducted on the basis of agreements on the activities of the clinical sites.

The employees of the University’s clinical chairs carry out visiting consultative and methodological work in non-base health care centers, as well as in supervised areas of the Republic of Kazakhstan.

The University’s teachers co-work actively with healthcare authorities and organizations: they are part-time specialists of RK MHCSD, they participate in working out and reviewing of clinical protocols, carry out exit consulting-methodological work in off-base MO and supervised oblasts (regions) of RK.



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4.SWOT-analysis

<p align="center">Strengths (internal factors)</p>	<p align="center">Weaknesses (negative factors)</p>
<ul style="list-style-type: none"> • The best bearer of traditions for National Medicine School; The historical museum of the university was created in 2011; • University Management System: <ul style="list-style-type: none"> - The status of the joint-stock company; - Introduction of principles of corporate governance (Board of Directors, the Board, the internal financial audit service); - Formation of corporate culture (the Charter, the declared system of values and norms, the Code of corporate culture and ethics, strategic management, corporate awards system); - Delegation of authority; - Use of various management tools; • The status of capital; • The bearer of a clear strategy, based on the strategy of the State 2030, 2050; industrial-innovative development of the country, government programs of the health and education development in RK, on the analysis of external and internal changes, the analysis of the information received on the feedback from the interested parties; • High academic degree holders rate of teaching staff – 50%; • The qualitative composition of the students’ contingent: <ul style="list-style-type: none"> - A high pass rate in UNT of first year students; - A high proportion of first year students - holders of “Altyn Belgi”, winners of the subject Olympiads; • Multilevel education system: pre-university, undergraduate (bachelor) – postgraduate (residency, master’s degree – PhD doctoral studies) - continuing professional; • Teaches in the MBA program; • Introduction of credit-modular technology of training: <ul style="list-style-type: none"> - Competence-based model of specialists’ training; - Academic freedom of the university and student; - Individual-oriented organization of the educational process; - Stimulating grade-rating system of the assessment for educational activity; - Integrated modular multidisciplinary approach; - Intramural quality control system in education and involvement of the students and employers for the assessment the university activity; • Improving the mechanisms of social protection for students; • Demand for graduates: 95% of employment of graduates before graduation; • Dynamically developing infrastructure and material-technical base; • Sufficient number of educational and methodical literature in Kazakh, Russian, English and electronic media; • Development of the information base: a corporate network with wired and wireless Wi-Fi-access; corporate e-mail @amu.kz; Enterprise Information Portal of the University www.amu.kz; Edusoft - centralized system of English Language Teaching; Visus system for live stream of online surgeries from the city hospital No.1; Satellite telecommunications equipment and videoconferencing system; Video surveillance system and video monitoring of students’ exams on mannequins in the educational-counselling centre; electronic documentation procedure, automation of the educational process on the basis of «Sirius» platform, e-learning, e-library, including access to global 	<ul style="list-style-type: none"> • The inadequate targeted investment in the academic mobility of students; • Dispersion of the University’s academic buildings; • Insufficient efficiency of learning in foreign languages; • No private hospital and polyclinic; • Shortage of places in the dormitory; • Small contingent of foreign students; • The lack of international educational programs; • Low number of teaching staff who have received master’s and doctoral education in foreign universities; • Inadequate involvement of foreign professors in the educational process; • Law position of the University in the international rankings; • There is no integration between the software used in AMU (Sirius, human resources and administration); • Few students, professors and staff speak English • AMU produces little research; • Students make little practical activities on patients • There are no stimulants incentives for professors to research; • No e-learning for graduates; • Inefficient use of branding policy; • Lack of specialties “Health Economy” and “Corporate governance”; • There aren’t books, update and evidenced-based, useful for students, professors and physicians; • AMU has not own research center and university spin-off; • AMU has not a master’s program on the specialty “Research Manager”.



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<p>publishing houses Springer, OVID, Elsevier, Thomson Reuters; sensory self-service terminal, access control system, etc.);</p> <ul style="list-style-type: none"> • The certificate of institutional and specialized accreditation, including international accreditation; • The certificate of the accreditation for testing laboratory IRRP; • The center for the introduction of innovative management systems and quality management systems in the field of medical education; Integrated Management System based on ISO 9001, MS ISO 26000, MS ISO 27001, ISO 27001: 2005, ISO 31000: 2009, ISO 14001: 2004, OHSAS 18001: 2007, ISO 500001: 2011 and combined data subsystem, EFQM Excellence Model at the level of “Recognized for excellence”, 5 stars; • Establishment of cooperation with Kazakhstani and foreign universities; • Possibility of internship in the best universities of the world and clinics upon MBA, Masters and PhD programs; • Possibility of distance learning on the level of additional professional education; • Introduction of new methodological approaches of study: <ul style="list-style-type: none"> - Competence-based approach to the development and assessment of the educational programs; - Active learning methods and standardized methods of assessment; - Social and psychological support and early professional orientation; - Experimental groups with enhanced studying English and special disciplines; and etc. • Availability of WHO Regional Training Center; • Availability of the Center for Traditional Chinese medicine; • Strategic partnership with one of the prestigious university in Italy and in the world, University La Sapienza. 	
<p align="center">Favorable opportunities (potentially positive external factors)</p>	<p align="center">Threats (potentially negative external factors)</p>
<ul style="list-style-type: none"> • Competitive positions in the market; • Recruitment needs in the Northern region and the whole country; • Dynamically developing region, the capital with a large proportion of the population who wants to improve education; • Diversification of educational activities in accordance with the needs of employers; • Increase in the volume of state grants and demand for educational programs of postgraduate education; • Strategic partnership with practical public health to develop a competence model of graduate, the development and implementation of educational programs; • Strengthening of integration in education, science and practice; • Increasing of research funding on the part of State; • Preparation of own personnel through the use of potential master's and doctoral studies; • Enhancing cooperation with strategic university partners, companies and organizations. 	<ul style="list-style-type: none"> • Changes in the health education policy; • Reduced quality of students’ educational background; • The demographic situation in the country and the region; • Requirement strengthening of the MES RK to the universities for entry into universities and university graduates; • Low socio-economic status of teaching staff; • Reducing level in solvency of students and/or their parents; • Decrease in the demand for medical specialties; • Shortage of classrooms; • Intensification of competition.

After analyzing advantages and disadvantages, the university identified 5 areas:

1. Providing leadership in the field of higher, postgraduate and additional professional education;
2. Improvement of the corporate management system at university, based on the total satisfaction of all interested parties;
3. Development of human, intellectual and material and technical potential;



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- 4. Development and integration of the medical science, education and clinical practice;
- 5. Development of an entrepreneurial approach and multi-channel financing of the university activities.

After the analysis of the current situation and the development trends of the University, the potential risks to achieve the strategic goals were identified.

5. Risk management of JSC “Astana Medical University”

Potential risk	Possible consequences in the case of failure to take measures in risk management	Risk management measures
1	2	3
External measures		
Changes in the funding volume	Reduction of the budget means. Failure to achieve the goals indicators and targets of the Strategic Plan, requiring significant investments	Reduction of costs of minor importance
Inefficient implementation of the strategic plan	Failure to achieve the goal indicators and targets of the Strategic Plan	Adoption of corrective actions
Lack of educational materials in the state and foreign languages	Low availability of educational materials in the state and foreign languages individual specialties	Development and publication of educational materials in the state and foreign languages by the faculty of the University
Low volume of science budget financing	Research units will not develop. Irreversible destruction of the scientific and technical potential of the University	Increased participation of the faculty members in competitions for research grants
Outflow of scientists to other countries after the more favorable prospects for the realization of their scientific potential	Reduction in the number of scientists engaged in research activities. The threats to national security.	Material incentives, upgrade scientific and technological base; increase in the provision of research expenditures; monitoring of the results
Internal risks		
Teachers' inactivity in the terms of publications in rating journals with non-zero impact factor	Weakening of the contribution to the innovation activity of the faculty and researchers. Low position in the ranking of medical science and medical schools	Financial incentives for publishing articles with impact factor and articles in prestigious international journals.
Low level of commercialization of scientific researches	Lack of scientific researches, new technologies, low level of innovation activity	Conducting customized research and advanced developments. Improving the management mechanism of scientific and technical projects. Creation of intellectual property management at the university.
Lack of mobility and incentives of teachers to use innovative teaching methods	Dissatisfying quality of teaching. Dissatisfaction of students with teaching quality	Activation of the faculty's activity on the use of modern teaching methods. Conducting training seminars for the faculty. Focus on training abroad.
Inefficient HR policy	Outflow of teachers with degrees from the University. Slow performance or desire of key employees to go to another job. Changes in the psychological climate in the University	Improving the HR policy of the University, taking into account the international practice
Non-compliance of the proposed set of educational services with the requirements of the market	Reduction in the contingent of students. Reduction in the budget means. Closing of specialties.	Labor market research (market researches). Creation of new, popular specialties.
The risk of non-compliance of educational programs with the criteria of international standards of educational programs	The decision of the Accreditation Agency to refuse to issue the certificate of completion of the international specialized accreditation	To orient the activities of the University in accordance with the standards and criteria of the international specialized accreditation.
Reduction in the indicator of graduates employment	No demand for the graduates in the labor market. Increase in the number of	To study the demand for professionals of practical healthcare in supervised regions



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unemployed graduates. Increase in the unemployment rate.

**Strategic development plan of JSC “Astana Medical University” for 2017-2021****6. Strategic policies, goals, tasks, goal indicators****JSC “Astana Medical University”**

JSC “AMU” considers maintaining leadership in medical education, training competitive specialists in the field of healthcare under the principle of “Education for all as long as life endures”, carrying out its activities in accordance with national and international quality standards for the benefit of individuals, society and state, as its mission.

In future, the University positions itself as:

A leading academic, research autonomous medical university, a leading scientific and clinical center of the Republic of Kazakhstan, which is integrated into the world educational and scientific space.

In accordance with the mission and vision of the University as a result of modernization by 2021 it expects to achieve a number of goals:

1. Get the status of Research Medical University;
2. Become an Autonomous University;
3. Create a multidisciplinary university clinic that complies with international standards;
4. Enter the top 800 best universities in the World rankings.

Strategic goals are the conceptual basis of the strategic development directions of the university, which became the basis of the strategic development plan of JSC “AMU” for the years 2017-2021.

Based on its stated mission and vision, the University has worked out the strategic development plan for the years 2017-2021 taking into account the adopted program documents and annual Messages of the President Nursultan Nazarbayev to people of Kazakhstan, in accordance with the objectives of the education system of the Strategic Development Plan of the Republic of Kazakhstan till 2020, the State Program for the development of education of the Republic of Kazakhstan for the years 2011-2020, the State health program of the Republic of Kazakhstan “Densaulyk” for the years 2016-2019, the Strategic plan of the Ministry of health and social development of the Republic of Kazakhstan for the years 2017-2021, the Strategic plan of the Ministry of education and science of the Republic of Kazakhstan for the years 2014-2018, as well as the recommendations given by experts of the strategic partner – La Sapienza University, aimed at the implementation of the goals and objectives of the national system of medical education, science and clinics of the capital region in accordance with the long-term development trends, intentions to consolidate its leading position in the market, education and other services in accordance with the stated mission and vision of the University.

In order to implement its mission and to enhance its institutional efficiency and image, the University has identified:

STRATEGIC POLICY 1.**“Ensuring leadership in higher, postgraduate and additional professional education”.**

Effective implementation of the leadership in the field of higher, postgraduate and additional professional education is to achieve the following strategic goals:

GOAL 1.1 Ensuring high quality of the educational services provided by the University.

In order to implement this goal, the University is planning to:

- introduce new approaches to admit and select applicants;
- guide scientific works of school students;
- provide access and ensure equal possibilities to get full education for all segments of the population;
- develop a system of multilevel continuous professional education, improving the structure of training in accordance with the needs of society and the labor market and strengthening on this basis the leading positions of the university in a large geographical region of Kazakhstan;
- expand the range of educational services, to enter new areas of graduate and post-graduate training of specialists, scientific and scientific-pedagogical personnel;
- introduce various forms of training in basic and additional educational programs, to create the conditions for lifelong education;



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- improve the educational programs aimed at competence-based learning (development of State Compulsory Educational Standard on the basis of professional standards of international practice);
- implement an integrated program in the specialty “Nursing” within the framework of partnership with Finnish universities JAMK, HAMK;
- implement the principles of independent assessment of students’ knowledge (progressive testing, formative assessment of students’ knowledge)
- work out and integrate the incentive system of the teaching staff and students of JSC “AMU” to conduct researches at the University;
- raise the level of integrating distance-learning in continuous professional development;
- ensure the quality assessment of the educational services provided by JSC “AMU”, through accreditation completion (institutional and specialized) in the national accreditation organizations who are full-members of international European networks for ensuring quality of educational programs;
- be recognized by the world educational and scientific community through the participation in ranking of universities.

Achievement of the goal 1.1 will be confirmed after the implementation of key indicators:

Key goal indicators	Meas.units	Expected results				
		1 st year 2017	2 nd year 2018	3 rd year 2019	4 th year 2020	5 th year 2021
The degree of satisfaction of employers with the quality of training of university graduates	%	82	85	85	88	90
Position in the overall system of ranking among the medical universities of Kazakhstan	Place	Top three	Top three	Top three	Top three	Top three
Position in the international rankings of the best universities	Place	-	-	Enter the TOP - 1000	Enter the TOP - 900	Enter the TOP - 800

TASKS:

- 1.1.1. Improvement of the procedures for the selection of applicants and admission to the University;
- 1.1.2. Training of highly qualified personnel with medical and pharmaceutical education;
- 1.1.3. Training of highly qualified personnel in residency and highly qualified scientific-pedagogical personnel in master’s and doctoral program;
Improvement of the teaching methods, development of e-learning, including distance learning;
- 1.1.4. Improvement of teaching methods, development of e-learning, including distance learning;
- 1.1.5. Increase in the professional level of personnel in the state healthcare organizations, deepening their professional knowledge and skills in accordance with the modern requirements of practical healthcare;
- 1.1.6. Accreditation of educational programs;
- 1.1.7. Providing entry into the global rankings / receiving recognition by the international community;
- 1.1.8. Further development of the multilingual space at the University.

Key task indicators	Meas.unit	Expected results				
		1 st year 2017	2 nd year 2018	3 rd year 2019	4 th year 2020	5 th year 2021
Task 1.1.1 Improvement of the procedures for the selection of applicants and admission to the University						
The number of admitted students	people	500	500	500	500	500
Task 1.1.2 Training of highly qualified personnel with medical and pharmaceutical education						



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Mid-year contingent of people who studied under grant	people	4871	4672	4469	4247	4020
The number of participants in academic mobility of RK MHCSD (teaching staff and students)	people	10	10	10	15	20
The number of participants in academic mobility in RK and abroad (teaching staff and students of JSC "AMU")	people	40	45	50	55	55
Average grade of the assessment of interns' knowledge	points	75	78	80	82	85
The share of scholarship holders (of the total number)	%	78	78	78	78	78
The percentage of graduate employability	%	94	94	95	95	95
Task 1.1.3 Training of highly qualified personnel in residency and highly qualified scientific-pedagogical personnel in master's and doctoral program						
The number of persons admitted to the training program (residency, master, doctorate), a new admission	people	325	355	385	385	385
Mid-year contingent of scientific personnel (post-graduate) grant	people	582	664	717	717	717
Average grade of the assessment of residents' knowledge	points	77	85	90	90	90
The share of post-graduate students getting scholarship (of the total number)	%	99	99	99	99	99
The percentage of employability of PGE graduates	%	100	100	100	100	100
Task 1.1.4 Improvement of teaching methods, development of e-learning, including distance learning						
The share of teachers, who have implemented active learning methods (of the number of teachers passed training)	%	45	50	53	55	60
The share of additional education specialties in training of which distance learning technologies are applied	%	46 (11)	46 (11)	50 (12)	56 (14)	60 (15)
Task 1.1.5 Increase in the professional level of personnel in the state healthcare organizations, deepening their professional knowledge and skills in accordance with the modern requirements of						



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practical healthcare						
The number of specialists, sent abroad to training and retraining	people	65	134	90	90	90
The number of specialists, sent to training and retraining within the country	people	13733	14002	13942	13942	13942
The number of specialists, attracted from abroad	people	39	17	17	17	17
Task 1.1.6 Accreditation of educational programs						
The share of educational programs, past national specialized accreditation of their total number	%	85	100	100	100	100
The share of educational programs, past international specialized accreditation of their total number	%	5	10	18	23	28
Task 1.1.7 Providing entry into the global rankings / receiving recognition by the international community						
Participation in the ranking among RK medical universities	The number of RK rating agencies	2	2	2	2	2
Participation in the international ranking of universities	The number of international rankings			1	1	1
Task 1.1.8 Further development of the multilingual space at the University						
The share of students studying in experimental groups	%	6	9	12	16	21

GOAL 1.2. Development of strategic partnership with the leading university La Sapienza in education, research and practice, including priority directions of the University, within the framework of which, it is planned to:

- promote international cooperation in education, science and innovation;
- attract teachers from partner universities for lectures and workshops at all levels of training of medical personnel, including managers;
- develop joint net (online) education programs (courses, cycles) at all levels of education, including master’s program (MHA, MBA, MPH) and doctoral program for training managers with partner universities;
- introduce a system of key competencies of master’s students (MHA, MBA, MPH) and doctoral students for training managers on the basis of educational programs (courses);
- introduce master’s program (MHA, MBA, MPH) and doctoral program for training managers on the basis of educational programs;
- introduce a system of key competencies of students of basic medical education and residency in the priority specialties “Neurology” and “Anesthesiology and Intensive Care” in line with the educational programs;
- introduce educational programs and syllabuses of the basic level of training and residency in the priority specialties “Neurology” and “Anesthesiology and Intensive Care”;



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- introduce modular continuing professional education programs in the priority specialties “Neurology” and “Anesthesiology and Intensive Care”;
- introduce joint educational programs, including educational programs, master’s and PhD doctoral programs in the specialty of “Neurology” and “Anesthesiology and Intensive Care”;
- develop an action plan for the introduction of double-diploma medical education in priority directions in AMU;
- develop joint online training programs (courses and cycles) for students at all levels of training in the specialties “Neurology” and “Anesthesiology and Intensive Care”;
- develop and implement competency profiles of teachers of JSC “AMU”, taking into account the strategic development policies of the university, with the criteria of selection, recruitment and training of teachers;
- develop academic mobility of teachers of JSC “AMU” and teachers of the partner universities;
- organize cycles of development and training of teachers and employees of JSC “AMU” on the basis of partner universities;
- work out an action plan for the creation and development of the University Hospital;

Achievement of the goal 1.2 will be confirmed after the implementation of key indicators:

Key goal indicators	Meas. units	Expected results				
		1 st year 2017	2 nd year 2018	3 rd year 2019	4 th year 2020	5 th year 2021
Strategic partnership with La Sapienza University	The number of partners	1	1	1		
The number of mentors from the partner university La Sapienza, attracted into JSC “AMU” for a medium/long term period *	people	2	3	3		
Creation of joint educational programs with foreign partners **	number	Negotiation of educational programs content, selection of candidates for training	6	6	6	6

TASKS:

1.2.1 Development of the system of training managers in healthcare and corporate governance;

1.2.2 Improvement of the educational process and training programs at all the levels in the specialties “Public Healthcare, management and expert activities”, “Neurology” and “Anesthesiology and Intensive care”;

1.2.3. Enhancing the capacity of academic teaching staff and employees of the University;

1.2.4. Development of institutional scientific potential of the University including development concepts of the University hospital (clinic);

1.2.5 Development of programs for international student exchange.

Key task indicators	Meas. unit	Expected results				
		1 st year 2017	2 nd year 2018	3 rd year 2019	4 th year 2020	5 th year 2021
Task 1.2.1 Development of the system of training managers in healthcare and corporate governance						
The number of	people	5	6	8		



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foreign teaching staff, invited to give lectures, seminars						
Task 1.2.2 Improvement of the educational process and training programs at all the levels in the specialties "Public Healthcare, management and expert activities", "Neurology" and "Anesthesiology and Intensive care"						
The number of joint educational master's programs with a university partner	Number	Negotiation of educational programs content, selection of candidates for training	3	3	3	3
The number of joint educational doctoral programs with a university partner	Number	Negotiation of educational programs content, selection of candidates for training	3	3	3	3
Task 1.2.3 Enhancing the capacity of academic teaching staff and employees of the University						
The number of administrative and managerial staff, who participated in the internationally-oriented professional development programs	people	2	4	6		
The share of international business trips a year to the total number of teachers and employees	%	0,01	0,01	0,01		
The number of teaching staff of strategic partners, involved into the educational process at least for one academic period (academic year)	people	1	1	1		
Task 1.2.4 Development of institutional scientific potential of the University including development concepts of the University hospital (clinic)						
Development concept of the University hospital		Working out of the action plan to create and develop the University hospital jointly with the strategic partner				



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Participation in the international projects	The number of projects	2	2	3	3	4
The share of teaching staff involved into conducting research projects in partnership with foreign research centers	%	0,01	1	1,5	2	5
Task 1.2.5 Development of programs for international student exchange						
The number of bachelor, master and doctoral students studying under two-diploma programs**	Number	2	3	3	3	3

GOAL 1.3. Promotion of students’ placement and social assistance

In order to promote placement of students and provide social assistance for students, the University is planning:

- further monitoring of satisfaction of the practical healthcare with the quality of ongoing university’s educational programs and the quality of graduates’ knowledge and to introduce new forms of interaction with the labor market;
- to establish close social partnership with the regions of the Republic of Kazakhstan (akimats (local administration), health management, health care facilities) to train practical healthcare workers;
- to expand additional educational functions for the purpose of advancing development of professional education in accordance with the needs of the region;
- to promote the establishment of social stability of students, the atmosphere of mutual understanding, spiritual and cultural enrichment in a multinational and multi-confessional region;
- to form one social hierarchy, which enables to implement efficiently and to correct social and educational work with students during curricular and extracurricular time in all the departments of the University;
- to develop the cooperation with student and youth organizations of Kazakhstan, Central Asia and the CIS, to organize jointly and to carry out activities aimed at improving the civil, social, political and creative activity of teachers and students of the University;
- to implement a set of measures of social support for students and teachers in order to consolidate the young staff of the University;
- to create favorable conditions for treatment and rest in order to develop students’ healthy lifestyle, to improve the system of public catering;
- to improve the student self-government system.

Key goal indicators	Meas. units	Expected results				
		1 st year 2017	2 nd year 2018	3 rd year 2019	4 th year 2020	5 th year 2021
The share of placed graduates of their total number (bachelor’s students, interns, residents)	%	93	93	94	94	95



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Construction of a student dormitory for 2000 beds					1	
Construction of a small-family hostel for 500 seats for AMU employees					1	

TASKS:

1.3.1 Development of the partnership with employers in order to place graduates;

1.3.2 Involvement of students into social activities oriented at forming civil and patriotic qualities;

1.3.3 Development of social assistance for students;

1.3.4 Implementation of measures to promote physical culture and sport as an essential component of the healthy lifestyle.

Key task indicators	Meas. units	Expected results				
		1 st year 2017	2 nd year 2018	3 rd year 2019	4 th year 2020	5 th year 2021
Task 1.3.1 Development of the partnership with employers in order to place graduates						
The share of students studying at the expense of the employers of the total number of students	%	3	3	5	5	5
Task 1.3.2 Involvement of students into social activities oriented at forming civil and patriotic qualities						
The share of students involved into cultural-leisure and preventive measures to reduce social risks	%	100	100	100	100	100
Task 1.3.3 Development of social assistance for students						
The share of students from among orphans covered by social assistance of JSC AMU	%	100	100	100	100	100
Task 1.3.4 Implementation of measures to promote physical culture and sport as an essential component of the healthy lifestyle						
The number of students-winners of national and international sporting events in Kazakhstan, CIS and far abroad	Number	25	30	35	40	45

STRATEGIC POLICY 2.

“Improvement of the management system of the university oriented to full satisfaction of all stakeholders” should target management mechanism from the correct alignment of processes to achieve specific results. During the implementation of this policy, it is necessary to carry out institutional reforms in the field of management, finance, and corporate culture. It is necessary to implement the mechanisms of

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continuous improvement of the quality management at the level of faculties and chairs in order to achieve an international level of quality of educational programs, compliance with the international quality requirements, in this context, the following goals of this policy have been defined:

GOAL 2.1 Improvement of the management and corporate culture of the University

Within the framework of the strategic policy 2, the University, in accordance with the recommendations given by the strategic partner, who is able to influence on the University management, is planning to:

- To adopt the organization “department” model, which is the main component of the model of clinical and theoretical “chairs” management. Department should be an efficient organization structure that plays a significant role in the integration and efficiency of the teaching staff’s work. Departments will be fully legitimate, primary structures which:
 - are responsible for the organization and management of scientific and educational activity;
 - are related to a particular faculty that is a coordinator and activity assessment;
 - determine the goals which will have been achieved over a year;
 - work out triennial plan of scientific research activity;
 - offer an order of didactic work and change in curriculums;
 - offer PhD, master’s programs, new educational measures;
 - manage the administrative personnel who belongs to this department;
 - have an organization and administrative autonomy concerning all expenditures, both contractual and routine;
 - have financial resources which will determine the necessity in personnel recruitment, will conduct competitions for candidates as well as visiting professors;
- Transition to the organization system of personnel management who works to improve processes and achievement of tasks (Management by means of goals);
- Implement integrated management tools, horizontal and vertical (also at the level of integrated electronic document management);
- Introduce gradually progressive forms of autonomy ($\approx 20\%$) into the educational work, organizational and financial part (especially with the possible establishment of Departments, as it is customary in international practice);
- Improve the Cycle of Human Resources Management (recruitment, training and development, career, incentives for educational systems and clinical researches);
- Work on motivation of human resources to enhance the efficiency and to achieve positions in the world rankings;
- Informing and training of the personnel as one of the methods of motivation:
 - active distribution of information and training in accordance with changing directives (information system of changes management);
 - widespread training on “large-scale” guidance and interaction management. The effectiveness and efficiency of any organization depends on how you build a professional relationship at all corporate levels;
 - organization of training courses, which lead to the spread throughout the organization, leadership skills, decision-making skills and conflict management, communication skills, collaboration, feedback, etc., that is the whole spectrum of skills, without which any new knowledge or changes are impossible;
 - training (external) and mentoring (internal) as a means to strengthen top and middle management echelons.
- Create conditions for the accreditation of significant achievements, in accordance with the EFQM model as a model system for the entire University;
- Strengthen Branding policy of the University through a system of policies and comprehensive institutional and market communications, using traditional marketing tools (media, events, conferences, publications, and so on), as well as such new tools as a web / social networks (emotional marketing, hidden marketing, etc.) in order to increase the number of students (more motivated and able students); to have more motivated staff and to enhance the “sense of involvement” and,



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ultimately, for the preliminary selection of new, more efficient staff.

Key goal indicators	Meas.units	Expected results				
		1 st year 2017	2 nd year 2018	3 rd year 2019	4 th year 2020	5 th year 2021
Integrated indicator of stakeholders' satisfaction	Average % of stakeholders' satisfaction	75	77	79	80	82

TASKS:

2.1.1 Modernization of the organizational structure of the university in accordance with the goals and objectives of the university within the framework of the strategic partnership;

2.1.2 Further training of managers of JSC “AMU” in accordance with the new forms of administration and financing;

2.1.3 Improvement of the incentive and motivation system of ATS in JSC “AMU”.

Key task indicators	Meas. units	Expected results				
		1 st year 2017	2 nd year 2018	3 rd year 2019	4 th year 2020	5 th year 2021
Task 2.1.1 Modernization of the organizational structure of the university in accordance with the goals and objectives of the university within the framework of the strategic partnership						
Changing the organizational structure of JSC “AMU”	Measures	Preparing a phased plan of the reorganization of the University structure	Adoption of a new organizational structure	Transition to a new organizational structure	Monitoring the efficiency of changing the organizational structure	Monitoring the efficiency of changing the organizational structure
Task 2.1.2 Further training of managers of JSC “AMU” in accordance with the new forms of administration and financing						
The share of trained top managers and mid-level managers of the University in accordance with the new forms of governance and financing	Average %	75	100	100	100	100
Task 2.1.3 Improvement of the incentive and motivation system of ATS in JSC “AMU”						
The index of ATS' satisfaction	%	75	77	79	80	82

STRATEGIC POLICY 3.

“Development of human, intellectual and logistic potential”, this policy determines the development of the University’s resources to receive qualitative medical education.



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GOAL 3.1 Implementation of the integrated HR policy and continuous training of the University’s staff, through training and retraining of the teaching staff by increasing investment in the training of teachers in order to select, develop and retain the best staff by:

- implementation of human resource management system of the University;
- development of measures to encourage young scientists, teachers and specialists;
- ensure the continuity of generations in science, education and practice;
- training and retraining of scientific and pedagogical and managerial personnel;
- improve the efficiency of master’s and doctoral studies;
- attract staff from the sphere of science and practical public health;
- development of international best practices.

Key goal indicators	Meas. units	Expected results				
		1 st year 2017	2 nd year 2018	3 rd year 2019	4 th year 2020	5 th year 2021
Introduction of the differentiated labour remuneration system of the University workers		System development	System approbation	Introduction		
ATS’s Academic degree holders rate (training of scientific-pedagogical employees upon master’s and doctoral programs)	%	47	48	49	50	52
Academic category holders rate from ATS of clinical chairs	%	65	66	67	68	70

TASKS:

3.1.1 Implementation of the systematic purpose-oriented work on personnel recruitment and formation of personnel reserve;

3.1.2 Human resource development.

Key task indicators	Meas. unit	Expected results				
		1 st year 2017	2 nd year 2018	3 rd year 2019	4 th year 2020	5 th year 2021
Task 3.1.1 Implementation of the systematic purpose-oriented work on personnel recruitment and formation of personnel reserve						
Formed Personnel Reserve of the University	% Of management positions of AMS: analysis, selection, preparation, training, substitution - annual provision of 100%	40	50	60	80	100



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	reserve (a prepared candidate for the post of the head)					
Task 3.1.2 Human resource development						
The share of ATS who have passed advanced training courses of the total number of ATS	%	20	25	25	30	35

GOAL 3.2 Modernization of material and technical resources of the University (infrastructure and equipment)

In this field, it is planned:

- To expand and strengthen the material and technical base of the university complex, to modernize and update the existing fleet of medical and laboratory equipment, measuring instruments, consumables and other technical training means, to create new specialized laboratories and classrooms equipped with modern information and telecommunication systems;
- To develop effective mechanisms to mobilize financial resources and their use for building and repairing the complex of dormitories, strengthening the material-technical base of the University.

And also, in accordance with the recommendations of the strategic partners for the improvement of e-learning and support of the long-term educational activities, it is planned:

- To create online courses with the improvement of e-learning for all educational programs of the university and the development of additional online courses in medicine with the assistance, if necessary, professors with international certificates;
- To develop a manual in Russian and Kazakh, based on management of health services according to the World Health Organization and evidence with multimedia content;
- To develop Therapy Paper in Russian and Kazakh based on the data of evidence-based medicine for students and Primary care physicians with the integration of modern multimedia training tools;
- To improve by the IT Department the Sirius database with the implementation of monitoring the number of hours of practice per student and the number of hours by teachers for theoretical and practical activities and integration with other database of University like those used by human resources and administration personnel.
- To invest in the upgrading of laboratories and their accreditation so they can be a major source of income for the university and also expanding the services offered to the outside community (such as the radioactive center or the preventive medicine laboratory which could expand its services to other universities and schools).
- To develop and improve scientific and educational information environment of the University, aimed at improving the quality of the educational process, the level of scientific research and at the University’s integration into the national and global education system
- To develop the telecommunication infrastructure (electronic document management, “Sirius” automated information system, e-learning) of University to share information with internal and external stakeholders, including wireless networks.



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Key goal indicators	Meas. units	Expected results				
		1 st year 2017	2 nd year 2018	3 rd year 2019	4 th year 2020	5 th year 2021
Informatization of medical education		Development of “Sirius” AIS	Preparing the AIS to the integration	Integration of AIS** with AIS of RK MHSD	Integration of AIS ** with AIS of RK MHSD	Integration of AIS ** with AIS of RK MHSD
The degree of renovation of educational and laboratory facilities	% of renewability	10	15	20	25	30

TASKS:

3.2.1 Information support;

3.2.2. Logistical support for training process.

Key task indicators	Meas. unit	Expected results				
		1 st year 2017	2 nd year 2018	3 rd year 2019	4 th year 2020	5 th year 2021
Task 3.2.1 Information support						
Implementation of medical education informatization mechanisms	The number of introduced automated systems at the university	6	6	7	7	8
Task 3.2.2. Logistical support for training process						
The degree of renovation of educational and laboratory facilities	% of renewability	10	15	20	25	30

STRATEGIC POLICY 4.

“Development and integration of medical science, education and clinical practice”. This policy defines the trinity development of scientific, educational and clinical processes aimed at improving the quality of medical staff of Kazakhstan, who is in demand not only in their country but also in other international organizations.

One of the mechanisms for the trinity is the availability and the further development of university clinics, consolidating scientific-clinical and educational processes forming a specialist who has advanced knowledge, skills, clinical thinking, and the ability to apply this knowledge in practice.

In order to develop medical and pharmaceutical education, JSC “AMU” should improve research activities, introduce modern science and health care, evidence-based medicine principles in the educational programs; involve highly qualified domestic and foreign health care professionals for the clinical training at all the levels of medical education, attract students to conduct scientific researches, etc. In order to implement the strategic policy 4, the next goal has been set:

GOAL 4.1 Development of medical science and researches in line with internationally accepted approaches and standards, in the framework of implementation of this goal, in accordance with the recommendations of the strategic partner, the University is planning:



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1. In order to implement the idea of the University Hospital, to send a proposal to an authorized body of the Republic of Kazakhstan on the transmission of working health organizations into charter capital of the University and control of the University.
 2. To send a request to an authorized body of Kazakhstan on the transfer of one of the complexes of Expo 2017 fairgrounds to create a new AMU research center, which will support AMU departments and chairs, as well as of other universities of Astana, and strengthening the material-technical base of the existing Institute of Radiobiology and Radiation Protection of AMU:
 - 2.1 AMU research center will include:
 - commission for the assessment of research projects;
 - local ethics committee;
 - a group of research managers to coordinate research activities;
 - a team of experts for a comprehensive evidence-based medicine with a chair (department, school) of public health;
 - a team of experts on statistical research and clinical epidemiology;
 - editorial support group;
 - support for translation of projects into English;
 - a group of experts on the development of projects financed under the European research programs.
 - 2.2 AMU Research Center will carry out the measures to develop projects in the collaboration with other universities of Astana, laboratories, private companies and young scientists, and the Centre will support the creation of new income sources in accordance with the AMU Statute;
 3. To increase the motivation of teachers and students to participate in research projects;
 4. In order to implement priority programs – “public healthcare, management and healthcare expert activities”, “neurology”, “anesthesiology and critical care”, the University is planning to:
 - 4.1 Introduce master’s specialty to train scientific research managers;
 - 4.2 To create a neurology center with an optimum quantity of divisions:
 - Neurology;
 - Neurosonology, event-related potentials, electroencephalography and electromyogram;
 - Neurosurgery;
 - Peripheral nervous system surgery;
 - Neurophysiology и neuromuscular diseases;
 - Neuroradiology;
 - Interventional neuroradiology;
 - Stroke unit;
 - Day service and Neurological day-patient treatment;
 - Biochemical Department of Neurology;
 - Parkinson Center;
 - Multiocular Sclerosis Center;
 - Alzheimer Center;
 - Psychiatry and Mental Health;
 - Clinical Psychopharmacology;
 - Psychohygiene of affective ties, postpartum period;
 - Clinical psychology;
 - Eating disorders (obesity, bulimia, anorexia);
 - Psychiatric Day Hospital;
 - Psychotherapy;
 - Drug Rehabilitation Center;
 - Motofacient and cognitive rehabilitation.
- The goals, tasks, main activities of neurology center, necessary resources and infrastructure for the



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development of the center, the expected results will be detailed in the program of creation and development of Neurology Center.

4.3 To create a center for anesthesiology and intensive care. It will contain these departments:

- Emergency room;
- Diseases of the respiratory system;
- Neurology and Rehabilitation;
- Interventional Cardiology;
- Cardiology and intensive therapeutic cardiology (intensive coronary therapy);
- Maxillo-facial surgery;
- Traumatology;
- General surgery;
- Purulent surgery;
- Thoracic Surgery;
- Cardio-vascular Surgery;
- Gynecology;
- Urology;
- Otorhinolaryngology;
- Eye Microsurgery;
- Anesthesiology;
- Intensive care;
- Radiological and functional diagnostics;
- Endoscopy

4.4. To create a center for preventive medicine and rehabilitology.

The goals, tasks, main activities of the center for Anesthesiology and Intensive Care, necessary resources and infrastructure for the development of the center, the expected results will be detailed in the program of creation and development of the center for Anesthesiology and Intensive Care.

4.5. To create Public Health School.

4.6. To launch a pilot project for Residency in Public Health (with the active practice in hospitals and polyclinics) to increase the specialization, the quality and the number of postgraduate students in PH with the development of an integrated program of the three professorships from Bachelor to interns and post-graduate (and the provision of a single coordinator);

4.7. To establish the chair of Health Economics involving other universities and post-graduate School at the international level which will complement the Public Health;

4.8. To establish the University Polyclinic Network through the acquisition of municipal health centers in strategic areas of the city of Astana, and also in rural areas;

4.9. To develop a project of integrated care between hospitals and Polyclinics University Network;

4.10. To develop a day surgery hospital and a day hospital inside the University polyclinics Network;

4.11. To improve training programs for bachelors and interns with increased activity practice in clinics in order to produce primary care physicians and medical most qualified specialists;

4.12. To create the chair (course) of “Physiotherapy” / “Physiatry” and postgraduate education specialties such as physiotherapy and speech therapy (speech rehabilitation), to create rehabilitation centers, including voice (phonic) within the network of polyclinics;

4.13. To develop home assistance through the network of university clinics and setting up courses to educate in-home nurses for chronic ill patients;

4.14. To introduce a multidisciplinary team to support long-term patients in clinics and their integration working with social workers.



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JSC “AMU”, in accordance with the recommendations of the strategic partners, will have the following operational model based on an integrated approach, which integrates multi-professional, multi-disciplinary, multi-operational parameters, multi-level and multi-sectoral components:

- AMU Research Center, open to other university faculties of Astana ;
- Hospital with UHB Neurology;
- Hospital with UHB of Anesthesiology and Intensive care;
- 22 Clinical Chairs, grouped into Clinical Departments with 4/8 beds for a chair;
- UHB of Public Health;
- 4 Urban (in Astana) and 4 Rural Polyclinics for internship and practice for students of all internal study system also including the Public Health School;

And also:

- Radiobiology and Radiation Protection Institute;
- Scientific and Educational Center for evidence-based medicine;
- Scientific and Research Pharmacological Center;
- Center of Traditional Chinese Medicine.

Key goal indicators	Meas. units	Expected results				
		1 st year 2017	2 nd year 2018	3 rd year 2019	4 th year 2020	5 th year 2021
To create own University Hospital**	Number				1	
Rank in medical science and medical universities of Kazakhstan	Place	TOP-3	TOP-3	1, 2	1	1
To get the research medical university status		Development and implementation of the plan	Monitoring of the plan implementation	Monitoring of the plan implementation	To get the status of research university	To maintain the status of research university

TASKS:

4.1.1. Development of medical science in the field of public health;

4.1.2 Improving the efficiency of scientific and innovative activity of scientific and pedagogical staff and students of JSC “AMU”;

4.1.3 Attracting budgetary and non-budgetary resources for scientific innovation.

Key task indicators	Meas. unit	Expected results				
		1 st year 2017	2 nd year 2018	3 rd year 2019	4 th year 2020	5 th year 2021
Task 4.1.1. Development of medical science in the field of public health						
The number of running research projects, including international	Number	11	12	13	14	15
The overall average Hirsch index (h-index) of University employees	ind.	0,2	0,2	0,3	0,3	0,3
Students’ participation in research activities	people	730	790	850	910	960
ATS’s participation in research	people	50	55	65	70	75



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activities						
Task 4.1.2. Improving the efficiency of scientific and innovative activity of scientific and pedagogical staff and students of JSC “AMU”						
The number of scientific works, published in journals with impact factor	Number	18	20	21	23	25
The number of ATS and scientific workers with h-index	Number	21	23	25	30	40
The number of received protection documents	Number	31	32	32	33	33
The number of developments of domestic researchers in the total volume of new medical technologies, implemented annually in the healthcare system	Number	2	2	3	4	4
Task 4.1.3. Attracting budgetary and non-budgetary resources for scientific innovation						
The share of revenues from research activities	%	0,5	1	1,2	1,5	1,8

STRATEGIC POLICY 5.

“Development of an entrepreneurial approach and multi-channel funding of the university’s activity”.

Effective functioning of the University in the market environment involves the expansion of its business activity, which is aimed at attracting the largest possible number of consumers of services, through the expansion of ongoing educational programs, increase in the admission of students on a paid basis, expansion of subjects of training cycles, provision of clinical services, commercialization of services, lease of university facilities, training in the boxes of training clinical center, etc.

GOAL 5.1 Maintenance of the University’s financial stability. In order to reach the financial stability, JSC “AMU” is planning:

- To improve a unified consolidated budget (development plan of JSC “AMU”) and to ensure its growth by increasing targeted funding, budgetary revenues, and increasing fee-paying education services;
- To increase the efficiency of the accounting system and financial control of expenditure, to ensure the transparency of financial flows;
- To introduce an investment policy;
- To develop service commercialization;
- To increase the activity of scientific and pedagogical workers in scientific projects.

Key goal indicators	Meas. units	Expected results				
		1 st year 2017	2 nd year 2018	3 rd year 2019	4 th year 2020	5 th year 2021
Profitability level of the University’s assets	%	0,26	0,25	0,26	0,27	0,27

TASKS:

- 5.1.1** Development of the mechanisms of multi-channel funding of the University’s activity;
- 5.1.2** Improvement of the mechanism of prioritizing in the allocation and use of funds;
- 5.1.3** Development of the financial and economic mechanism in the University units and rise of their financial independence and responsibility;



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Key task indicators	Meas.units	Expected results				
		1 st year 2017	2 nd year 2018	3 rd year 2019	4 th year 2020	5 th year 2021
Task 5.1.1 Development of the mechanisms of multi-channel funding of the University’s activity						
The share of paid services of the amount of income	%	16	16	18	20	20
Task 5.1.2 Improvement of the mechanism of prioritizing in the allocation and use of funds						
The degree of implementation of AMU development plan	%	98	98	98	99	99
Task 5.1.3 Development of the financial and economic mechanism in the University units and rise of their financial independence and responsibility						
The number of the University structural units, commercializing their services	%	3	4	4	5	5



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Approval sheet

№	Job title	Full name	Approval date	Signature
1	Vice-rector for scientific and clinical activity	F.A. Galitskiy	15. 11. 2016	
2	Vice-rector for educational activities	G.A. Zhaxylykova	14. 11. 2016	
3	Vice-rector for administrative and economic activity	T.A. Gabdilashimov	11. 11. 2016	
4	Vice-rector for educational and social activity	G.Z. Khairli	10. 11. 2016	
5	Director of Strategic Development Department	Y.A. Akhmetov	09. 11. 2016	
6	Director of Cadre Work and Legal Providing Department	B.A. Syzdykov	08. 11. 2016	



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Approval sheet

№	Job title	Full name	Approval date	Signature
Department of science and human resources				
1	Department's director	Aigul Kairatovna Kaptagayeva	09.12.2016	
2	Deputy director	Arman Sailavbekovna Kusainova	08.12.2016	
3	Director of medical education and science management	Ulmira Auezkhanovna Nuralieva	07.12.2016	
4	Director of human resources management	Altynay Nagyzkhanovna Smailova	06.12.2016	