

Strategic Plan for Development of Independent Agency for Accreditation and Rating (IAAR) for 2016-2020

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Preface

Independent Agency for Accreditation and Rating (IAAR) was established in 2011 in the form of a non-profit organization with the purpose of improving national system of education quality assurance. This document is a Second Plan of Strategic Development.

Since the establishment, the IAAR has passed an evolutionary way of development, which is inherent to all young quality assurance organizations. At the same time the establishment and modernization of the whole system of independent accreditation in Kazakhstan took place. Today IAAR is an established and recognized Agency of external quality assurance in education both in Kazakhstan and abroad.

Aims and objectives of the Strategic Development Plan for 2011-2015 have been performed. During this period, 33 organizations of education have passed the institutional accreditation and 849 educational programs of different levels of education have been accredited. All standards of institutional and specialized accreditation of educational organizations are harmonized with the revised and approved in Yerevan (2015) Standards and guidelines for quality assurance in the European Higher Education Area (ESG) and standards of World Federation for Medical Education (WFME). Today the Agency incorporates the Commission on Appeals and Complaints Consideration, as well as three Expert Councils.

During the period from 2011 to 2015, 175 foreign and 1 848 national experts were prepared, including:

- academic experts of higher education - 452;
- experts from the number of employers - 216;
- experts of Technical and Vocational Education (TVE) - 941;
- experts from the number of students - 55;
- experts in the field of medical education - 184.

Within the rating research, a technology of ranking of universities and institutions of Technical and Professional Education has developed and implemented, taking into account the world experience and national features of educational system.

The Strategic Development Plan of the IAAR assumes implementation of goals and objectives from 2016 to 2020.

The present Strategic Plan has been elaborated by the IAAR staff, and with the help of members of Accreditation Council and the Expert Councils of the IAAR. A draft of the development plan was discussed at the meeting of Accreditation Council of the IAAR and recommended for approval in December 2015.

Vision

The IAAR, as a recognized agent to ensure the quality of education at national, European and international levels.

Mission

Constant support and promotion of a culture of quality in education in order to increase the competitiveness of Kazakhstan's society and education through appropriate external quality assurance.

SWOT-analysis

SWOT- analysis reflects the implementation of strategic objectives and is the basis of the annual planning activities of the IAAR.

| S (Strength) | W (Weakness) |
|--|--|
| <ul style="list-style-type: none"> - Recognition of the IAAR in the Republic of Kazakhstan and abroad; - Cooperation with foreign partner agencies for the mutual exchange of experts; - Membership of the IAAR in international networks for quality assurance; - Harmonization of standards of the IAAR with the | <ul style="list-style-type: none"> - Lack of full membership in ENQA, being listed in EQAR, WFME recognition; - The lack of joint projects with foreign agencies; - A little experience for the accreditation of TVE institutions; schools implementing international programs of primary, basic secondary and general secondary education; |

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| <p>revised standards ESG 2015 and the WFME 2012;</p> <ul style="list-style-type: none"> - State registration of copyright to standards of institutional and specialized accreditation of the IAAR; - Cooperation with the stakeholders of education, government and non-governmental organizations in the framework of the Bologna and Turin processes; - Monitoring the implementation of recommendations of the External Expert Commission (EEC) to the accredited education institutions and / or accredited educational programs; - The existence of mechanisms of institutional and specialized assessment of the quality: higher education institutions; organizations of technical and vocational education; schools implementing international programs of primary, basic secondary and general secondary education; organizations of additional education for adults; business education programs MBA, DBA education; medical education; - Support for the WFME in activities for the development of a national system of accreditation of medical and pharmaceutical education; - Developed and tested technology of the national ranking of the educational programs of universities of the Republic of Kazakhstan on the level of training (Bachelor, Master, Doctorate (PhD)); - Timely information to the public (website, media, publications). | <ul style="list-style-type: none"> - Lack of expertise for the accreditation of organizations of additional education for adults and MBA, DBA programs; - Insufficient level of cooperation with the professional community, associations, educational organizations and student associations; - Insufficient level of professional development of the Agency staff; - The lack of foreign experts in the composition of the Accreditation Council; - Limited experience of participation in projects to develop education and quality assurance systems; - Lack of practice of holding conferences and seminars on issues of quality assurance; - Lack of effective feedback from experts. |
| <p>O (Opportunity)</p> | <p>T (Threat)</p> |
| <ul style="list-style-type: none"> - Amendments to the legislation in the field of education, which open up new possibilities in the field of education quality assessment; - Support for national agencies international quality assurance networks (ENQA, INQAAHE, IREG, APQN, WFME); - Support for a system of independent assessment of the quality of education and the state authorized body in the field of education; - Implementation of the principles of the Bologna and Turin processes at the national level; - Awareness of the importance of education stakeholders an independent quality assurance system; - Access to national, European and international | <ul style="list-style-type: none"> - Unstable politics of the authorized body in the field of education for the recognition of national and international quality assurance agencies; - Failure to inform the public about the accredited institutions of education and educational programs, in accordance with the procedure of formation of the National Register 1, 2 and 3; - Economic situation in the country; - The lack of professional standards for the industry sector; - Weak involvement of employers in the educational process of educational organizations, as well as in the quality assessment procedure. |

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| educational and research resources; - Improving the national education system; - Competition in the field of accreditation. | |
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4. Strategic goals, objectives, activities and expected outcomes (indicators and measurement of effectiveness in achieving objectives)

4.1 Work on the development of a national system of quality assurance of education of Kazakhstan with using international experience

Objectives:

4.1.1 Improvement of mechanisms of institutional and specialized assessment of the quality of higher education

Events:

1. Conducting of institutional and specialized accreditation, as well as procedures for institutional and specialized re-accreditation of higher education institutions of the Republic of Kazakhstan.
2. Improving the standards of institutional and specialized accreditation of the IAAR.
3. Expanding a reviewers' pool of the Agency by involving experts from recognized European and international quality assurance agencies.
4. Conducting 2-level training seminars for national experts (representatives of the university community, employers and students).
5. Involvement to the Accreditation Council of foreign experts in the field of education.
6. Further training of the IAAR staff on a permanent basis. Conducting workshops (conferences, training courses, etc.) with the attraction of leading experts in the field of quality assurance.
7. Improving the feedback mechanisms with experts of the IAAR.

8. Revitalization of the work on the accreditation of additional education institutions for adults and educational programs of business education MBA, DBA.

Key indicators:

- Annual participation in the work of at least 4 events held by the Ministry of Education and Science of the Republic of Kazakhstan (MES RK), "Information Analytical Center" JSC, Bologna Process and Academic Mobility Center of MES RK, etc.
- Involvement to the Accreditation Council one foreign expert in the field of education in 2016.
- Implementation of institutional and specialized accreditation of higher educational institutions of the Republic of Kazakhstan:

| № | Indicators | 2016 | 2017 | 2018 | 2019 | 2020 |
|----------|---|-------------|-------------|-------------|-------------|-------------|
| 1 | The number of higher education institutions (HEI) passed the institutional accreditation (re-accreditation) | 7 | 8 | 9 | 14 | 6 |
| 2 | Number of educational programs of HEIs have passed specialized accreditation | 80 | 100 | 100 | 250 | 150 |
| 3 | Training and retraining of experts | 50 | 50 | 50 | 50 | 50 |

- Improvement of staff qualification with the help of Agency partners.
- Conducting an annual survey within the framework of feedback from experts.

4.1.2 Improvement of mechanisms of institutional and specialized assessment of the quality of TVE institutions of the Republic of Kazakhstan

Events:

1. Revitalization of the work for the institutional and specialized accreditation of TVE institutions
2. Improving the standards of institutional and specialized accreditation of the IAAR.
3. Expanding a reviewers' pool of the Agency by involving experts from recognized European and international quality assurance agencies.
4. Conducting 2-level training workshops on the preparation of national experts: engineering and teaching staff of TVE institutions, students together with the Regional Departments of Education of Kazakhstan and employers together with the National Chamber of Entrepreneurs of Kazakhstan "Atameken".
5. Participation in the preparation of the national report under the Torino Process together with "Information Analytical Center" JSC, "Kasipkor" Holding" non-commercial joint-stock company, RSE "Republican Scientific-Methodical Center of Development of Technical and Vocational Education and Qualification" MES RK and other stakeholders.
6. Further training of the staff on a permanent basis. Conducting workshops (conferences, training courses, etc.) with the attraction of leading experts in the field of quality assurance.
7. Improving the feedback mechanisms with accredited TVE institutions and experts of the IAAR.

Key indicators:

- Annual participation in the work of at least 4 events held by MES RK, "Information Analytical Center" JSC, "Kasipkor" Holding" non-commercial joint-stock company, RSE "Republican Scientific-Methodical Center of Development of Technical and Vocational Education and Qualification" MES RK and etc.

- Implementation of institutional and specialized accreditation of TVE institutions of the Republic of Kazakhstan:

| Indicators: | 2016 | 2017 | 2018 | 2019 | 2020 |
|---|-------------|-------------|-------------|-------------|-------------|
| Number of colleges that have passed the procedure of national institutional accreditation | 7 | 10 | 15 | 20 | 25 |
| Number of college study programs that have passed the procedure of national specialized accreditation | 15 | 20 | 30 | 40 | 50 |
| Training and retraining of experts | 100 | 100 | 100 | 100 | 100 |
| Participation in the preparation of the national report under the Torino Process | 1 | | 1 | | 1 |

- Further training of personnel with the help of the Agency's partners.
- Conducting an annual survey within the framework of feedback from experts and accredited TVE organizations.

4.1.3 Improvement of mechanisms of institutional and specialized assessment of the quality of medical organization of higher, technical and vocational education

Events:

1. Revitalization of the work for the institutional and specialized accreditation of medical organizations of higher, technical and vocational education of the Republic of Kazakhstan
2. Improving the standards of institutional and specialized accreditation of medical organizations of higher, technical and vocational education of the IAAR.
3. Expanding a reviewers' pool of the Agency by involving experts from recognized European and international quality assurance agencies in the field of medical education.

4. Conduct training workshops on the preparation of national experts with the attraction of experts from WFME and International Public Coordinating Committee on Health.
5. Involvement of the foreign expert in the field of medical education to the structure of the IAAR Accreditation Council.
6. Further training of the staff on a permanent basis. Conducting workshops (conferences, training courses, etc.) with the attraction of leading WFME and International Public Coordinating Committee on Health experts in the field of quality assurance.
7. Improving the feedback mechanisms with accredited medical institutions of higher, technical and vocational education and experts of the IAAR.

Key indicators:

- Annual participation in the work of at least 2 events held by the MES RK, the Ministry of Healthcare and Social Development of the Republic of Kazakhstan (MHSD RK), National Medical Association of Kazakhstan, etc.
- Involvement to the structure of the Accreditation Council a foreign expert in the field of medical education in 2016.
- Implementation of institutional and specialized accreditation of medical organizations of higher, technical and vocational education of the Republic of Kazakhstan:

| Indicators: | 2016 | 2017 | 2018 | 2019 | 2020 |
|---|-------------|-------------|-------------|-------------|-------------|
| The number of medical schools that have passed a procedure of national institutional accreditation | 1 | 1 | 1 | 1 | 1 |
| The number of medical colleges that have passed a procedure of national institutional accreditation | 1 | 2 | 2 | 2 | 2 |
| The number of medical schools that | 1 | 1 | 1 | 1 | 1 |

| | | | | | |
|---|----|----|----|----|----|
| have passed a procedure of national specialized accreditation | | | | | |
| The number of medical colleges that have passed a procedure of national specialized accreditation | 1 | 2 | 2 | 2 | 2 |
| Training and retraining of experts | 20 | 50 | 50 | 50 | 50 |

- Further training of personnel together with the WFME experts.
- Conducting an annual survey within the framework of feedback from experts and accredited medical higher and TVE organisations.

4.1.4 Improvement of mechanisms of institutional and specialized assessment of the quality of international schools, implementing international programs of primary, basic secondary and general secondary education.

Events:

1. Revitalization of the work for the institutional and specialized accreditation of international schools, implementing international programs of primary, basic secondary and general secondary education.
2. Improving the standards of institutional and specialized accreditation of international schools, implementing international programs of primary, basic secondary and general secondary education.
3. Expanding reviewers' pool of the Agency by involving experts from recognized European and international quality assurance agencies.
4. Conduct training workshops to prepare national experts for conducting institutional and specialized accreditation of international schools, implementing international programs of primary, basic secondary and general secondary education.

5. Further training of the staff on a permanent basis. Conducting workshops (conferences, training courses, etc.) with the attraction of leading experts in the field of quality assurance.

6. Improving the feedback mechanisms with accredited international schools, implementing international programs of primary, basic secondary and general secondary education and experts of the IAAR.

Key indicators:

- Annual participation in the work of at least two events carried out by MES RK, “Information Analytical Center” JSC, etc.
- Implementation of institutional and specialized accreditation of international schools, implementing international programs of primary, basic secondary and general secondary education:

| Indicators | 2016 | 2017 | 2018 | 2019 | 2020 |
|---|-------------|-------------|-------------|-------------|-------------|
| The number of international schools, implementing international programs of primary, basic secondary and general secondary education that have passed a procedure of national institutional accreditation | 1 | 1 | 1 | 1 | 1 |
| The number of international schools, implementing international programs of primary, basic secondary and general secondary education that have passed a procedure of national specialized accreditation | 1 | 1 | 1 | 1 | 1 |
| Training and retraining of experts | 10 | 10 | 10 | 10 | 10 |

- Further training of personnel together with the Agency partners.

- Conducting an annual survey within the framework of feedback from experts and accredited international schools.

4.1.5 Improvement of mechanisms of institutional and specialized assessment of the quality of institutions of additional education for adults.

Events:

1. Revitalization of the work for the institutional and specialized accreditation of additional education institutions of the Republic of Kazakhstan for adults
2. Improving the standards of institutional and specialized accreditation of organizations of additional education for adults.
3. Expanding a reviewers' pool of the Agency by involving experts from recognized European and international quality assurance agencies.
4. Conduct training workshops to prepare national experts for conducting institutional and specialized accreditation of organizations of additional education for adults.
5. Further training of the IAAR staff on a permanent basis. Conducting workshops (conferences, training courses, etc.) with the attraction of leading experts in the field of quality assurance.
6. Improving the feedback mechanisms with accredited institutions of additional education for adults and experts from the IAAR.

Key indicators:

- Implementation of institutional and specialized accreditation of organizations of additional education for adults Republic of Kazakhstan:

| Indicators | 2016 | 2017 | 2018 | 2019 | 2020 |
|--|-------------|-------------|-------------|-------------|-------------|
| Number of institutions of additional education for adults that have passed a procedure of national institutional accreditation | | | 1 | 1 | 1 |

| | | | | | |
|--|---|---|----|----|----|
| Number of institutions of additional education for adults that have passed a procedure of national specialized accreditation | | | 1 | 1 | 1 |
| Training and retraining of experts | 5 | 5 | 10 | 10 | 10 |

- Further training of personnel together with the Agency partners.
- Conducting an annual survey within the framework of feedback from experts and accredited organizations of additional education for adults.

4.1.6 Improvement of procedures and rules of post-accreditation monitoring of educational organizations and / or educational programs

Events:

1. Conducting post-accreditation monitoring procedures of educational organizations and / or educational programs
2. Conducting post-accreditation monitoring research with the aim of taking a decision on re-accreditation of educational organizations and / or educational programs.
3. Improving the feedback mechanisms with accredited HEIs of the IAAR.

Key indicators:

- Annual publication of the results of post-accreditation monitoring of educational organizations and / or educational programs
- Conducting post-accreditation monitoring procedures of educational organizations and / or educational programs:

| Indicators | 2016 | 2017 | 2018 | 2019 | 2020 |
|--|-------------|-------------|-------------|-------------|-------------|
| Number of educational institutions that have passed the procedure of post-accreditation monitoring | 14 | 14 | 20 | 3 | 6 |

| | | | | | |
|--|-----|-----|-----|-----|-----|
| Number of study programs that have passed the procedure of post-accreditation monitoring | 100 | 100 | 150 | 150 | 200 |
|--|-----|-----|-----|-----|-----|

- Conducting an annual survey within the framework of feedback from accredited HEIs.

4.2 Carrying out rating study in higher, technical and vocational education

Objectives:

4.2.1 Improvement of the methodology for rating and ranking of HEIs and TVE organizations

Events:

1. Holding the training seminars on methodology of rating and ranging of higher education institutions and the organizations of TVE.
2. Carrying out an independent rating research of study programs of higher education institutions of the Republic of Kazakhstan according to the directions and levels of training of specialists.
3. Carrying out an independent rating research of study programs of the TVE organizations of the Republic of Kazakhstan according to the directions and levels of training of specialists in regions.
4. Carrying out an independent rating research of the teaching staff of HEIs and teachers of the TVE organizations.

Key indicators:

- Holding not less than two seminars on methodology of rating and ranking of HEIs and the TVE organizations in one year.
- By 2020 all higher education institutions participate in an independent rating of HEIs according to the directions and levels of training of specialists.

- By 2020 all regions of the Republic of Kazakhstan participate in an independent rating of the TVE organizations according to the directions and levels of training of specialists.

| Indicators | 2016 | 2017 | 2018 | 2019 | 2020 |
|---|------|------|------|------|------|
| Number of HEIs participating in the IAAR independent rating | 70 | 80 | 90 | 110 | 126 |
| Number of Kazakh regions participating in the IAAR independent rating of colleges | 4 | 8 | 12 | 16 | 16 |

- By 2020 all teaching staff of the HEIs and of the TVE organizations participate in an independent rating of the IAAR.

4.3 A Comprehensive analysis of national system of quality assurance in education

Objectives:

4.3.1 Analysis of a national education system of the Republic of Kazakhstan based on assessments of the organization of education

Events:

1. Analytical reports on activity of the IAAR for authorized body in education.
2. The analysis of the results of feedback with the accredited organizations of education.
3. The analysis of results of post-accreditation monitoring study of the accredited organizations of education and/or educational programs.
4. The analysis of results of feedback with experts of the IAAR
5. The system analysis of implementation of programs of the academic mobility and internationalization of education in the accredited higher education institutions.

6. The system analysis of commercialization of scientific projects in the accredited higher education institutions of the Republic of Kazakhstan.
7. Improvement of system of the statistical analysis based on activity of the IAAR.
8. Continued support of internal system of an assessment of quality

Key indicators:

- Annual analytical reports to the MES RK.
- Annual survey of education stakeholders (education organizations, employers, experts, students).
- Annual analytical reports on the results of the feedback from accredited organizations of education and experts of the IAAR.
- Annual analytical reports on the results of the post-accreditation monitoring of accredited organizations of education and (or) study programs.
- Annual monitoring of internal system of statistics on all activities on a constant basis.
- Modernization of the automated database of national experts, the accredited organizations of education and the accredited educational programs in 2016.
- Analytical report on the implementation of programs of the academic mobility and internationalization of education in the accredited higher education institutions (2016-2017).
- Analytical report on the commercialization of scientific projects in the accredited higher education institutions of the Republic of Kazakhstan (2017-2018).
- Annual statistical report of the IAAR.

4.4 Informing the public about results of an assessment of quality of educational programs and educational organizations

Objectives:

4.4.1 The IAAR as reliable source of informing on quality assurance

Events:

1. Timely informing the public about results of expert commission and the decisions made by Accreditation Council of the IAAR (the website, analytical reports in authorized body in the fields of education, articles in mass media, etc.).
2. Informing public about national system of quality assurance education, procedures of internal quality assurance, improvement of the IAAR institutional and specialized accreditation standards.
3. The publication of results of an independent rating research of higher education institutions and TVE organizations in mass media.

Key indicators:

- Annual publication of the Education.kz magazine for all interested parties.
- Number of the published analytical reports, scientific articles and publications in mass media.
- A website attendance of the IAAR.
- Annual carrying out scientific and practical conference (forum) on quality assurance.
- Participation of the IAAR employees in the events held by national, European, international accreditation agencies and authorized body in the field of education of the Republic of Kazakhstan.
- Annual publication of results of rating research of higher educational institutions and TVE organizations in mass media.

4.5 IAAR as a recognized accreditation body

Objectives:

4.5.1 Confirmation of recognition of the IAAR by authorized body in the field of education of the Republic of Kazakhstan

Events:

1. Each five years confirmation of recognition of the IAAR by authorized body in the field of education of the Republic of Kazakhstan.

Key indicators:

- In 2016 preparation of the documentation for re-recognition procedure by MES RK (National Registry 1).
- In June, 2017 repeated procedure of recognition of MES RK (National Registry 1).

4.5.2 Obtaining a full membership status of the IAAR in ENQA

Events:

1. Preparation of a self-assessment of the IAAR for passing ENQA Review.

Key indicators:

- Submitting the IAAR self-assessment report to ENQA in 2016.
- Site visit of ENQA experts in 2016.
- Results of ENQA Review in 2016.
- Full membership of the IAAR in ENQA in 2017.

4.5.3 Inclusion of the IAAR into the European Quality Assurance Register for Higher Education (EQAR)

Events:

1. Preparation of the IAAR documentation for entry into the EQAR.

Key indicators:

- An application of the IAAR for entry into the EQAR in 2016.
- Inclusion of the IAAR in EQAR after obtaining the status of the full member of ENQA in 2017.
- Recognition of national experts of the IAAR by the European and international agencies of quality assurance.

4.5.4 Recognition of the IAAR by WFME.

Events:

1. Preparation of documents for application for recognition in WFME.
2. Participation of the IAAR in national and international projects on development of medical education.

Key indicators:

- An application of IAAR in WFME in 2016.
- Providing the self-report of the IAAR in WFME in 2016.
- Site visit of experts of WFME in 2016.
- Recognition of the IAAR by WFME in 2017.

4.5.5 Development of national and international cooperation

Events:

1. Participation of the IAAR as recognized accreditation body in national and international projects.
2. Representation of the IAAR in Councils (Committees, Boards) of ENQA and/or INQAAHE and/or APQN.
3. Carrying out the international conference with participation of experts of the international networks on quality assurance (for example, ENQA, INQAAHE, APQN).
4. Participation of the IAAR in national and international projects on development of medical education.
5. Signing of memorandums/agreements with the International public coordinating committee on health care and the Accreditation, Certification and Quality Assurance Institute (ACQUIN).

Key indicators:

- Carrying out the international conference or the international seminar with participation of the international networks on ensuring quality (for example, ENQA, INQAAHE, APQN) each two years.
- Number of the national experts who took part in procedures of ensuring quality in foreign organizations of education for the recommendation of the IAAR.
- Number of projects with participation of employees and experts of the IAAR.
- Participation of employees of the IAAR in the Erasmus project +.
- Participation of employees of the IAAR as a part of the working groups of national and international projects on a development of education and systems of ensuring quality.
- Signing of the memorandum with the International Public Coordinating Committee on Health and the Accreditation, Certification and Quality Assurance Institute (ACQUIN) in 2016.
- Annual participation in the international projects on development of the organizations of medical education.