

**Educational Programs Development Plan 6B02110 - Pedagogy of Choreographic Art, 6B02101 - Pedagogy of Choreographic Art, (Trajectory: Ballet teacher, Choreography teacher), 6B02104 - Pedagogy of sports ballroom dance, 6B02111 – Ballet master' art (Trajectories: The Art of the Ballet Master, The Art of Choreographic Production), 7M02108 – Choreography, 8D02108 – Choreography for the years 2021 - 2027**

- The Plan of development of educational programs of the Faculty of Choreography for the years 2021-2027 was developed in accordance with the Development Strategy of the Kazakh National Academy of Choreography for 2021-2027, the goals, objectives and main directions of the regulatory documents of the Republic of Kazakhstan:
  - Law of the Republic of Kazakhstan "On Education" dated July 27, 2007, #319-III;
  - The Law of the Republic of Kazakhstan "On Science" dated February 18, 2011, No. 407-IV;
  - The Law of the Republic of Kazakhstan "On Culture" December 15, 2006, N 207-III;
- - Law No. 293-VI of the Republic of Kazakhstan "On the Status of Educator" dated December 27, 2019;
- Law of the Republic of Kazakhstan "On Combating Corruption" of November 15, 2015 № 410-V;
- Strategy "Kazakhstan-2050": a new political course of the established state" of December 14, 2012;
  - Strategic Development Plan of the Republic of Kazakhstan until 2025, dated February 15, 2018 № 636;
  - - Strategic Plan of the Ministry of Culture and Sports of the Republic of Kazakhstan for 2017-2021 dated December 29, 2016 № 349;
  - - Message of the First President of the Republic of Kazakhstan N.A. Nazarbayev to the people of Kazakhstan on January 10, 2018 "New Opportunities for Development in the Fourth Industrial Revolution ";
- Message of the First President of the Republic of Kazakhstan N.A. Nazarbayev to the people of Kazakhstan on October 5, 2018 "The growth of the welfare of Kazakhstanis: increasing incomes and quality of life;
  - Message of the President of the Republic of Kazakhstan K.K. Tokayev to the people of Kazakhstan of September 2, 2019 "Constructive public dialogue is the basis of stability and prosperity of Kazakhstan";
  - Address of the Head of State Kassym-Jomart Tokayev to the people of Kazakhstan of September 1, 2021 "Unity of the people and systemic reforms - a solid foundation for the prosperity of the country";
- State Program of Education and Science Development of the Republic of Kazakhstan for 2020 - 2025, approved by Decree No. 988 of the Government of the Republic of Kazakhstan on December 27, 2019;

- others.

## Contents

### Strategic Directions:

- ❖ **Academic Excellence: person-centered education and online education in choreography and culture, lifelong learning.** Творческая деятельность: признание творческих достижений академии мировым сообществом, вовлечение молодежи в культурное и социально-экономическое развитие страны.
- ❖ **Research and innovation:** strengthening scientific competencies, creating conditions for the integration of knowledge, creativity and innovative research.
- ❖ **Resources:** improving the quality of IT infrastructure and facilities, diversifying financial sources, expanding the sphere of influence of the academy on public and cultural life.



## Strategic direction 1: Academic excellence.

**Objective 1: Preparation of highly qualified specialists in the field of choreographic art and culture, competitive in the national and international labor market, by integrating traditional and distance education.**

### Tasks:

- to ensure the quality of educational programs;
- **Modernization of the content of educational programs in accordance with the world trends of performing arts and culture in order to prepare graduates who are competitive in the domestic and international labor market;**
- implementation of domestic incoming and outgoing academic mobility programs (taking into account online learning);
- Creating conditions for the harmonious implementation of digital e-learning environment;
- creation and implementation of educational programs of two-degree education, corresponding to international standards of quality assurance of the European educational space (taking into account distance technologies);
- introduction of dual education with the support of the leading theaters Astana Opera and Astana Ballet
- развитие благоприятной экосреды полиязычного образования;
  - привлечение работодателей на всех этапах профессионального цикла подготовки специалиста.

***Key indicators of strategic direction 1. Academic excellence. Objective 1.1: Preparation of highly qualified specialists in the field of choreographic art and culture, competitive in the domestic and international labor market, by integrating traditional and distance education.***

№	Indicators	Unit of measur	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
1.	Ratio of the number of students enrolled in higher education, postgraduate (bachelor's-master's-doctoral) education programs under the state order	%	Б - 9% М, Д – 1%	Б - 9% М, Д – 1%	Б - 9% М, Д – 1%	Б - 9% М, Д – 1%	Б - 9% М, Д – 1%	Б - 9% М, Д – 1%
2.	Share of foreign students in the total number of students,	%	0,86 (2)	0,43 (1)	0,43 (1)	0,43 (1)	0,43 (1)	0,43 (1)
3.	Share of students on inbound and outbound academic mobility (including online learning)	%	3,5 (5)	3,5 (5)	3,5 (5)	3,5 (5)	3,5 (5)	3,5 (5)
4.	Number of educational programs of higher and postgraduate education implemented with elements of trilingualism	%	16.6%	16.6%	16.6%	33.2%	33.2%	33.2%

5.	Number of double-degree educational programs of higher and postgraduate education	units	1	1	1	1	2	2
6.	Number of programs that include dual training	units	3	3	3	3	3	3
7.	Share of bachelor's, master's, doctoral degree graduates, trained by the state educational order, employed in the first year after graduation in their specialty	%	-	80	85	90	90	90
8.	Active publication and demand for the author's courses of the teaching staff	units	3	3	4	4	5	5

**Goal 2:** Development of international cooperation, integration into the international educational space.

**Objectives:**

- Creation of favorable conditions for intercultural interaction of all participants in the educational process;
  - creation and implementation of educational programs of double-degree education, corresponding to international standards of quality assurance of the European educational space (taking into account distance technologies);
  - establishing direct partnerships with foreign universities, foundations and organizations in order to improve the creative, educational, scientific processes, improve the qualifications of teachers and the quality of training of specialists of different levels of qualification;
  - Increase of international academic mobility of students and teaching staff;
- promotion of educational programs in national and international ratings in the areas of training, international accreditation of educational programs in the world recognized agencies.

**Key indicators of the strategic direction 1. Academic excellence. Objective 1.2:** Development of international cooperation, integration into the international educational space:

№	Indicators	Unit of measur	2021	2022	2023	2024	2025	2026	2027
1.	Number of foreign students	units	2	1	1	1	1	1	1
2.	The number of faculty members from near and far abroad	units	1	1	2	2	2	3	3



3.	Number of international conferences, symposiums, round tables, scientific seminars with the participation of foreign partners	units.	2	2	3	3	4	5	6
4.	Share of educational programs that have undergone international accreditation by agencies that are full members of international European networks for quality assurance in education and are included in the register of the authorized body in the field of education	%	100	100	100	100	100	100	100

**Goal 3:** Create an enabling environment for staff engagement and development, lifelong learning.

**Objectives:**

- Creating and building the Academy's staff foundation by attracting the best specialists in choreographic art and culture, continuous professional development, self-development and professional improvement, implementation of modern educational technologies;
- development of motivation of faculty and AUP for LLL (Life Long Learning), including the development of new areas of choreography;
- organization of online training as part of professional development programs;
- development of networking with stakeholders.

**Key indicators of strategic direction 1. Academic excellence. Objective 1.3: Creating favorable conditions for the attraction and development of personnel, lifelong learning**

№	Indicators	Unit of mea	2021	2022	2023	2024	2025	2026	2027
1.	The share of teachers of the Faculty of Choreography from the total number of full-time teaching staff who have undergone advanced training.	%	100	100	100	100	100	100	100
2.	Holding events aimed at strengthening the corporate culture	units	6	6	6	6	6	6	6
3.	Carrying out social support activities for employees, including:	units							
4.	Provision of service housing (number of people)	units	7	7	7	7	7	7	7

6.	preventive medical examinations of employees (number of persons)	units	-	12	13	14	14	14	14
7.	Transportation of employees to and from work (number of people)	units	-	3	3	4	4	5	5

## Strategic direction 2: Creative activity.

**Goal 1:** Integration of the ballet school of the Kazakh National Academy of Choreography into the world professional community.

### Objectives:

- Creation of conditions for the implementation of creative activities of the Academy, the creative potential of students and promotion to the international cultural space;
- Integration of methods of Kazakh and foreign schools of classical ballet, creation of a unique model of continuous choreographic education;
- preservation and development of Kazakh dance;
- Creation and improvement of repertoire policy of the Academy;
- promotion and popularization of creative achievements of the Academy in the world cultural society;
- Promoting the development of individuals and organizations of the performing arts through the formation of entrepreneurial thinking skills and creative space for professional communication of world-class ballet and cultural professionals.

### Expected Results:

1. A recognizable image of the Academy in the international cultural space.
2. Competitive personnel in the field of choreographic art and culture.
3. Quality export of cultural and artistic production to the world arena to attract direct and indirect investments.
4. Promotion of Kazakhstan culture abroad and formation of stable channels of intercultural exchange.
5. The Academy is an international cultural center of attraction, acting as a dialogue platform for the freedom of expression of creative, creative, ambitious ideas and ideas, the introduction of modern digital technologies in the field of culture and art.

**Key indicators of strategic direction 2. Creative activities. Objective 2.1. Integration of the ballet school of the Kazakh National Academy of Choreography in the world professional community**

№	Indicators	Unit of measu	2021-2022	2022-2023	2024-2025	2024-2025	2025-2026	2026-2027
1.	The number of students, undergraduate and postgraduate students participating in national and international creative competitions, tournaments and festivals per year	units	10	10	11	11	12	12



4.	Number of international/republican creative competitions and festivals organized on the basis of the academy	units	1	1	1	1	1	1
5.	Number of choreographic productions (ballets, fragments, concert numbers) created by students / teachers of the academy	units	7	7	7	7	7	7
6.	Number of concerts, performances given by students / teachers of the academy	units	7	7	7	7	7	7
7.	Number of performances staged with the participation of students/teachers of the academy	units	3	4	6	4	4	4

**Goal 2:** Fostering students' active citizenship in the process of their vocational training.

**Objectives:**

- Creation of conditions for self-expression and self-development of students in socio-political, spiritual, intellectual, creative spheres of life, and familiarization with a healthy lifestyle;
- formation of a unique educational activity in the systemic relationship of "creativity ↔ learning";
- The implementation of a person-centered approach in social work with students;
- Improving the effectiveness of social partnership with student organizations, strengthening the role of student government.

**Expected results:**

1. Education of a fully developed, creative thinking, capable of self-improvement and self-realization, with responsibility and civic consciousness of the specialist.
2. Positive social and psychological climate in student groups.
3. active representation of the Academy at national and international events.
4. Strengthening of public image of the Academy as socially responsible educational institution.

**Key indicators of strategic direction 2.** Creative Activity. Objective 2.2: Fostering active citizenship among students in the process of their vocational training

№	Indicators	Unit of measure	2021-2022	2022-2023	2024-2025	2024-2025	2025-2026	2026-2027
1.	Number of events held by the Youth Affairs Committee (YAC)	units	24	26	28	30	35	37
2.	Share of students covered by KDM activities	%	32	33	35	37	38	40

3.	Share of students covered by educational activities from the total number of students.	%	90	91	92	93	94	95
4.	Share of students covered by social benefits from the total number of students	%	0%					
5.	Share of students provided with housing in dormitories from the total number of those in need.	%	100	100	100	100	100	100
6.	Number of creative meetings, exhibitions, events held with the participation of students / teachers of the faculties	units	5	5	6	6	7	7

### Strategic direction 3. research and innovation.

**Goal 1:** Implementation of the continuous concept "creativity - education - science".

**Objectives:**

- Applied research in the field of choreographic art and culture, implementation of digital technologies in the arts, multidisciplinary and interdisciplinary research;  
implementation in production of the results of the research of the teaching staff;  
organization of the work of the dissertation council, ensuring the timely defense of doctoral students' dissertations, publications in journals with a high impact factor.

**Expected results:**

1. Quality and uniqueness of educational programs based on the implementation of research results in the educational process;
2. effective scientific infrastructure of the educational institution that meets the modern requirements of the labor market in the field of culture and art;
3. Creation and development of scientific and creative laboratories "Kazakh dance", "OnerLab";
4. . Implementation of competitive and innovative scientific research with leading cultural institutions of the country, including foreign partners;
5. Participation of the Academy teaching staff in grant competitions of the Ministry of Education and Science of the Republic of Kazakhstan and in competitions of research and development works financed by organizations and enterprises.

**Key indicators of the strategic direction 3. research and innovation. 3.1. Realization of the continuous concept "education - science - creativity"**

№	Indicators	Unit of measure.	2021	2022	2023	2024	2025	2026	2027
1.	Number of ongoing research projects (grants, PCF)	units	-	-	1	1	1	-	-
2.	Number of research projects of young scientists of GF and PCF, etc.	units	-	-	1-	-	-	-	-



3.	Number of funded educational and research projects carried out on the basis of the academy	units	1	1	1	1	1	1	2
4.	Number of international scientific projects implemented	units	1	1	1	1	2	2	2
5.	Number of international conferences, symposiums, round tables, scientific seminars held	units	2	3	3	4	4	5	5
6.	Number of scientific laboratories	units	1	1	1	1	1	1	1
7.	Number of commercialized developments and innovations of scientific and creative laboratory "Kazakh dance"	units	-	1	1	1	1	1	1
8.	Total number of commercialized developments and innovations on the academy (including laboratories)	units	-	1	1	1	1	1	1
9.	Number of patents and other protective documents received: patents for inventions, copyrights	units	5	5	6	6	7	7	7
10.	Number of theses and dissertations defended by doctoral students	units	-1	1	-	1	1	1	1

## **Goal 2: To increase the research potential of the teaching staff.**

### **Objectives:**

- to create a sustainable research culture of the teaching staff aimed at building the Academy's own reputation and image as a leading choreographic institution of higher education;
- increasing the quality of the publishing products of the teaching staff;
- Increasing the quality of publications of the scientific journal "Arts Academy" and the inclusion in the list of recognized journals of the authorized body;
- Increasing the quality of international research projects and active faculty membership in world scientific associations.

### **Expected outcomes:**

1. Increase in publications of the teaching staff, doctoral students in the journals included in the international databases Scopus, Web of Science, RSCI, etc.

2. Increasing the competitiveness of scientific research and integration of the Academy into the international research space.

3.Improving the quality of publications of the scientific journal "Arts Academy" and inclusion in the list of journals recommended by the authorized body of the Republic of Kazakhstan.

**Key indicators of the strategic direction 3. research and innovation. 3.2. Increasing the research potential of the teaching staff**

№	Indicators	Unit of measure.	2021	2022	2023	2024	2025	2026	2027
1.	Share of teaching staff with a degree or the title of Honored Artist of the Republic of Kazakhstan	%	36	45	45	54	63	63	63

2.	Total number of publications in Scopus and Web of Science databases (Clarivate Analytics)	units	2	2	2	2	2	3	3
3.	Number of publications of the Academy's teaching staff in the 1st, 2nd, and 3rd quartiles, according to Journal Citation Reports of Clarivate Analytics and the Scopus database.	units	2	2	2	2	2	3	3
4.	Number of publications in scientific journals of the Republic of Kazakhstan, recommended by KSCSON MES of the Republic of Kazakhstan	units	2	2	2	2	2	2	2
5.	Number of publications of students and teachers of the faculty in the scientific journal "Arts Academy"	units	-	10	10	12	12	12	12
6.	Faculty participation in international research projects	units	1	1	1	1	2	2	2
7.	Active membership of the teaching staff in world scientific associations	units	1	1	1	1	1	1	1
8.	Share of teaching staff involved in educational and research projects from the total number of teaching staff (including remote)	%	10%	10%	12%	12%	15%	15%	17%
9.	Number of international conferences, symposiums, round tables, scientific seminars (including distance learning)	units	1	1	2	2	3	3	4
10.	Number of teachers who received the state grant "The best teacher of the university".	units	1	-	1	-	1	-	1

**Goal 3:** Development of research work of students, undergraduates, doctoral students (NIRS / NIRM / NIRD).

**Objectives:**

- Organization of systematic work of the SSS (Student Scientific Society) in all the variety of forms and methods aimed at the formation of the image of the leading choreographic higher education institution;
- attracting students, undergraduates, doctoral students to participate in intra-academic, national and international scientific competitions;
- improving the quality of publications of the annual collection of scientific works of students.

**Expected results:**

1. active participation of students of the Academy in scientific and creative events of the Academy, the republic and beyond.
2. Participation of students, undergraduates, doctoral candidates in international scientific events, projects in order to form the scientific reserve of the Academy.
3. Improving the quality of student publications, inclusion of works of undergraduates, doctoral students in journals recommended by the authorized body



of the Republic of Kazakhstan, as well as in publications included in the international databases Scopus, Web of Science, RSCI.

**Key indicators of strategic direction 3. research and innovation. Objective 3.3. Development of research work of students, undergraduates, doctoral students**

№	Indicators	Unit of measure.	2021	2022	2023	2024	2025	2026	2027
1.	Attracting foreign scientists to implement projects and promote the image of the scientist profession	Ед.	-	1	1	1	1	1	1
2.	Development of practice-oriented research topics for term and diploma works, master's and doctoral dissertations in the field of "Art	%	90%	90%	91%	91%	92%	93%	95%
3.	Participation of master and doctoral students in national and international scientific projects	%	12,5 %	33%	33%	33%	33%	33%	33%
4.	Participation of students in competitions of students' research works, in the Olympiads on the profile of training (international and republican level)	units	2	2	2	2	2	2	2
5.	Number of participants in national and international scientific and practical conferences	units	4	4	4	4	4	4	4
6.	Number of publications of doctoral students of the Academy, who published an article in the international journal included in Science Citation Index Expanded, Social Science Citation Index and Arts and Humanities Citation Index base Web of Science or with CiteScore percentile according to Scopus base 25 and higher	units	1	1	1	1	1	1	1
7.	Proportion of students with proficiency in English and other foreign languages at an intermediate level	%	25%	25%	27%	27%	30%	30%	30%
8.	Share of master's and doctoral students who had research internships abroad	%	-	10%	20%	20%	38%	38%	38%
9.	Share of undergraduate/graduate students who participated in the academic mobility program	%	3.5%	3.8%	3.8%	3.8%	3.8%	3.8%	3.8%

#### **Strategic direction 4: Resources.**

**Goal 1:** Digitalization of the Academy educational environment according to modern requirements.

**Objectives:**

-Strengthening the information and technical base of the Academy;  
 Improvement of software; automated information systems of the Academy;  
 introducing a digital model of management, planning and reporting;  
 ensuring corporate network security and data protection;  
 implementation of high-quality online training;  
 organization of recording the content of electronic teaching materials (courses, textbooks, tutorials, etc.), including for the development of additional education services.

**Expected results:**

development of IT infrastructure of the Academy, automation of the Academy management process;

Improving the quality of digital educational technologies of the Academy;  
 creation of virtual classes for distance learning technologies and additional education programs.

***Key indicators of strategic direction 4. Resources. Objective 4.1: Digitalization of the educational environment of the Academy according to modern requirements***

№	Indicators	Unit of	2021	2022	2023	2024	2025	2026	2027
1.	Equipping classrooms with multimedia equipment	%	100	100	100	100	100	100	100
2.	Equipping classrooms, ballet rooms, laboratories with modern digital equipment for the implementation of distance learning technologies.	%	91	100	100	100	100	100	100
6.	Proportion of authors who have teaching materials in digital format (video courses, textbooks, tutorials, etc.)	%	17.3	17.3	21.6	21.6	21.6	21.6	21.6

**Goal 2:** Strengthen the material and technical base that ensures the quality of the educational process.

**Objectives:**

-increasing the proportion of students, undergraduates to paid educational programs;  
 -effective ergonomic use of financial resources;  
 -development and preservation of the library collection, active use of the electronic catalog, electronic library and repository.

**Expected outcomes:**

1. Development of infrastructure for quality educational, creative and research activities.

2. the energy efficiency of logistical support.

3. active use of the library system, digital capabilities of the library.

***Key indicators of strategic direction 4. Resources. Objective 2: Strengthening the material and technical base to ensure the quality of the educational process.***



№	Indicators	Unit of measure.	2021	2022	2023	2024	2025	2026	2027
1.	Provision of the educational process with classrooms and other facilities	%	100	100	100	100	100	100	100
2.	Development of the library collection (courseware, electronic textbooks, monographs)	%	100	100	100	100	100	100	100

**Goal 3:** Attract additional financial sources for the sustainable development of the Academy.

**Objectives:**

- To contribute to the development and promotion of the institution of additional education;
- Promoting the development of entrepreneurial and business environment;
- Introduction of educational programs on a fee basis;
- development of the scientific-innovative direction of the Academy's activity;
- Expanding the Academy's informational representation in popular social networks, on platforms of mass open online courses;
- Attracting additional external sources of funding.

**Expected outcomes:**

1. Creation of favorable conditions for the implementation of educational, scientific, creative, social and educational processes.

2. Conducting by the teachers of the faculty professional development courses, author's courses within the programs of professional development, additional circle work.

3. Increase the proportion of faculty members conducting master classes.

4. Involvement of foreign students in the direction of academic training.

5. Attracting funding from outside organizations at the expense of scientific and innovative projects of the Academy.

**Key indicators of strategic direction 4. Resources. Goal 3: Attracting additional financial sources for the sustainable development of the Academy.**

№	Indicators	Unit of measure.	2021	2022	2023	2024	2025	2026	2027
1.	Number of authoring courses as part of professional development and retraining programs	units	-	2	2	3	3	4	5
2.	Number of teachers conducting master classes	units	5	5	6	6	7	7	8

### INITIAL ANALYSIS OF THE INTERNAL ENVIRONMENT (SWOT)

Strengths	Unfavorable conditions	Potential	Threats
<ul style="list-style-type: none"> <li>- the status of the Academy as a multilevel educational institution;</li> <li>- the presence in the teaching staff of famous figures of culture and art;</li> <li>- educational qualification levels in the field of choreographic art and culture, the possibility of continuing education (initial creative, technical professional education, bachelor's, master's, PhD);</li> <li>- professional practice base;</li> <li>- availability of additional education, providing choreographic and general cultural development of children and youth;</li> <li>- close ties with employers and industry.</li> </ul>	<ul style="list-style-type: none"> <li>-low sedentary nature of the PPP;</li> <li>- the predominant age of the steppe population (aging);</li> <li>-lack of specialists and modern managers in the sphere of culture, art, and sociocultural design;</li> <li>- weak societal demand for specialists in art history and art management;</li> <li>- nsufficient level of multilingualism of teachers and students of the Academy</li> </ul>	<ul style="list-style-type: none"> <li>A unique and modern material base;</li> <li>-Training of highly qualified personnel in the field of choreographic art and culture;</li> <li>-Provision of interconnection between the theory and practice of art;</li> <li>-actualization of creative methodological approaches;</li> <li>-projection and regulation of grant funding;</li> <li>- participation in creative events of national and international scale;</li> <li>- favorable conditions for learning, creative, leisure process, comfort and specialized modern equipment and technology.</li> </ul>	<ul style="list-style-type: none"> <li>- lack of scientific personnel in the field of choreographic art and culture in the Kazakhstani education market;</li> <li>- the "leakage" of Academy graduates into the practical sphere of activity</li> </ul>