	JSC «Kazakh University of Technology and Business named after K. Kulazhanov»
	QUALITY MANAGEMENT SYSTEM
	Documented procedure

APPROVED
Rector
JSC «KazUTB named after K. Kulazhanov»
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25 september 2026

DEVELOPMENT OF THE DEVELOPMENT PROGRAM, MISSION, VISION, VALUES AND QUALITY POLICY KAZUTB-DSD-DP-5.1/6.2.2-2026-14

Astana, 2026

Version: 2.0	CE: OHSD	Registration №_____ on EDM

PREFACE

This Documented Procedure (DP) has been developed by the Department of Strategic Development of the JSC «Kazakh University of Technology and Business named after K. Kulazhanov».

This DP is approved by the Rector with a personal signature on the title page.

This DP is mandatory for all structural subdivisions of JSC «Kazakh University of Technology and Business named after K. Kulazhanov» regarding their activities related to the quality management system.

Periodic review of this DP is carried out by the Director of the Department of Strategic Development (DSD) at least once every three years.

Amendments to this DP are made based on the results of its application at JSC «Kazakh University of Technology and Business named after K. Kulazhanov» or when document requirements change.

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1. ABBREVIATIONS AND SYMBOLS USED

Reduction	Full name
JSC «KazUTB named after. K. Kulazhanova»	Joint Stock Company «Kazakh University of Technology and Business named after K. Kulazhanov»
KazUTB-DSD-ICP-5.3/9.3-2026-02	Process Information Maps
KazUTB-DSD-DP-7.5-2026-01	Documented Procedure "Documented Information"
KazUTB-DSD-DP-9.2-2026-08	Documented procedure "Internal Audit"
KazUTB-DSD-DP -9.3-2026-09	Documented procedure "Management Analysis"
AB	Academic Issues
AHV	Administrative and economic issues
BP	Educational work
DP	Documented procedure
DSD	Department of Strategic Development
MC	International Standard
N&D	Science and Innovation
QMSD	Quality Management System Department
DLaPS	Department of Legal and Personnel Service

2. GENERAL PROVISIONS AND DESCRIPTION OF THE PROCEDURE

2.1 This **Document (DP)** implements the requirements of **ISO 9001:2015** in terms of leadership and commitment, customer orientation, quality policy, planning, management of documented information, performance evaluation, and continuous improvement.

2.2 Strategic management of JSC «KazUTB named after. K. Kulazhanov» is carried out in alignment with the strategic documents of the Republic of Kazakhstan in the field of education and science, current regulatory and legal acts, the University Charter, and the requirements of the QMS.

2.3 When developing the strategic plan of JSC «KazUTB named after. K. Kulazhanov», the provisions of the **Concept for the Development of Higher Education and Science of the Republic of Kazakhstan for 2023–2029** are taken into account, including human capital development, improving the quality and accessibility of higher and postgraduate education, strengthening research potential, internationalization, digital transformation, cooperation with employers, and increasing the contribution of the university to socio-economic development.

2.4 The development strategy serves as the primary long-term planning document of JSC «KazUTB named after. K. Kulazhanov». The program and action plan for its implementation serve as operational and tactical tools for execution.

2.5 All QMS processes within the scope of responsibility of JSC «KazUTB named after. K. Kulazhanov» are subject to identification, documentation, monitoring, and improvement. Methodological development and updating of documents for the processes assigned to the **Department of Leadership and Strategy (DLS)** are carried out by the **Department of Strategic Management (DSM)**. *(Note: You can adjust the acronyms DLS/DSM here if your university uses specific internal department names).*

2.6 This **Document Procedure (DP)** is mandatory for all structural units regarding actions, data, and outcomes related to strategy development, implementation, and QMS functioning.

2.7 The core principles of this procedure are: strategic alignment, stakeholder focus, evidence-based management decision-making, a process- and risk-based approach, measurability of results,

transparency of responsibility, and continuous improvement.

3. PROCEDURE FOR DEVELOPING A DEVELOPMENT PROGRAM

3.1 **Initiating the development of a strategy.** The basis for initiation is a decision by the top management of **JSC «KazUTB named after K. Kulazhanov»**, the expiration of the current strategy's implementation period, significant changes in the external or internal environment, legislative amendments, or the need to revise strategic priorities.

3.2 **Organization of strategic analysis.** The **Department of Strategy and Development (DSR)** compiles a list of data sources and organizes the analysis of the external and internal environment, performance results, competitive position, stakeholder needs, and associated risks and opportunities.

3.3 **Stakeholder analysis.** Key stakeholder groups, their requirements and expectations, their degree of influence, and methods for incorporating them into strategic decisions are identified. The results of internal audits, management reviews, process monitoring, goal achievement assessments, non-conformities, corrective actions, and stakeholder feedback are utilized.

3.4 **Formation of strategic priorities.** Based on the analysis, the **Department of Strategic Management (DSM)** prepares proposals regarding the mission, vision, values, strategic directions, and goals.

3.5 **Development of the draft strategy:**

3.5.1 Creation of a working group for the development of the development program. The working group is chaired by the Rector and includes vice-rectors across areas of activity, heads of educational structural units, staff members, and student representatives.

3.5.2 Development of the draft development program. The draft is formulated by the DSD with the participation of management, vice-rectors, heads of structural units/departments, and other participants of JSC "KazUTB named after K. Kulazhanov," after which it is submitted for discussion.

3.5.3 Procedure for discussing the development program. The project is reviewed by the stakeholders of JSC "KazUTB named after K. Kulazhanov"; comments are recorded, analyzed, and incorporated into the final version.

3.5.4 Procedure for adopting the development program. The final draft of the development program is reviewed by the Academic Council and approved in accordance with the procedure established by the University Charter and the competencies of the management bodies of JSC "K. Kulazhanov KazUTB."

3.5.5 Publication and distribution. Following the adoption and approval of the Development Program of JSC "K. Kulazhanov KazUTB," it is issued as an official document and published on the official website.

4. PROCEDURE FOR DEVELOPING AND UPDATING THE MISSION, VISION AND VALUES

4.1 The mission, vision, and values constitute the core components of the strategic framework of **JSC «KazUTB named after. K. Kulazhanov»** and must be aligned with one another and with the established strategic priorities.

4.2 Updating is performed during the development of a new strategy, as well as in the event of significant changes in the external environment, the business model, the mission of **JSC «KazUTB named after K. Kulazhanov»**, or the expectations of key stakeholders.

4.3 The approved mission, vision, and values are communicated to employees and students and serve as the foundation for establishing departmental goals and action plans.

5. PROCEDURE FOR DEVELOPING AND UPDATING THE QUALITY POLICY

5.1 The quality policy is developed and updated by the **Department of Strategy and Development (DSD)** in collaboration with top management, taking into account the strategic goals

of **JSC «KazUTB named after K. Kulazhanov»** and the requirements of ISO 9001:2015.

5.2 The policy must align with the purpose and context of JSC "KazUTB named after K. Kulazhanov", support its strategic direction, and include a commitment to fulfill applicable requirements and continually improve the QMS.

5.3 The Quality Policy serves as the foundation for setting quality objectives and must be communicated to employees and, where appropriate, to relevant stakeholders.

5.4 The policy is reviewed during management reviews or whenever changes occur that affect its ongoing relevance.

5.5 The current version of the policy is managed as documented information in accordance with the internal procedure for managing documented information.

6. REQUIREMENTS FOR THE STRUCTURE OF THE DEVELOPMENT PROGRAM JSC «KAZUTB IM. K. KULAZHANOVA»

6.1 The development program of **JSC «KazUTB named after. K. Kulazhanov»** typically includes the following elements:

6.1.1 Development Program Passport

6.1.2 Analysis of the current situation of JSC «KazUTB named after. K. Kulazhanov»

6.1.3 Mission, vision, values, and development prospects of JSC «KazUTB named after K. Kulazhanov»

6.1.4 Strategic directions, goals, target indicators, and implementation methods

6.1.5 Expected results

6.1.6 Action plan for the implementation of the development program

6.1.7 Target indicators of the Development Program of JSC «KazUTB named after K. Kulazhanov»

6.1.8 Implementation risks of the development program of JSC «KazUTB named after K. Kulazhanov»

6.1.9 Conclusion

6.2 The implementation period of the strategy is determined by a decision of the management bodies of JSC «KazUTB named after K. Kulazhanov», taking into account current state strategic documents and plans.

6.3 Target indicators must be relevant to the strategic goals, measurable, achievable, comparable, and supported by reliable data sources.

7. PROGRAM MANAGEMENT PROCEDURE DEVELOPMENT AND DOCUMENTED INFORMATION

7.1 The **Department of Strategy and Development (DSD)** monitors the implementation of the strategy on a regular basis in accordance with approved target indicators and action plans.

7.2 The monitoring frequency is established by the strategy, action plans, and internal regulations of **JSC «KazUTB named after. K. Kulazhanov»**. Quarterly, semi-annual, or annual monitoring is permitted for key indicators.

7.3 Monitoring results are compiled into reports, analytical summaries, dashboards, or other forms of documented information of **JSC «KazUTB named after K. Kulazhanov»**.

7.4 The grounds for updating the strategy include: changes in legislation and state policy; changes in the Concept for the Development of Higher Education and Science; changes in the National Development Plan; QMS performance results; management review outcomes; strategic marketing findings; changes in the competitive environment; significant shifts in financial, personnel, technological, or other conditions; stakeholder feedback; and failure to meet critical strategic indicators.

7.5 Changes to the strategy must undergo a process of analysis, coordination, and approval similar to the procedure used for its initial adoption, unless otherwise established by the competencies

of the management bodies.

7.6 Versioning, identification, access, storage, protection, modification, and disposition of documented information are managed in accordance with the internal Document Procedure (DP) for documented information.

8. RESPONSIBILITIES AND AUTHORITY

Division	Credentials
President	Approval of the development program of JSC «KazUTB named after K. Kulazhanov»;
Rector	General management of the strategic development process; management decision-making; submission of the strategy for consideration by the relevant authorities; provision of conditions for the implementation of the strategy and QMS.
Vice-Rectors for Areas of Activity	Participation in the formation and implementation of strategic directions; Ensuring the achievement of indicators in the areas under supervision; Providing the DSM with the necessary information.
Director of the Strategic Development Department	Owner and methodological coordinator of the process; development and updating of the strategy; organization of strategic analysis; development and updating of QMS documents within the framework of the assigned processes; methodological support of process management; monitoring of strategic indicators; preparation of analytical materials.
Heads of the joint venture	Participation in analysis and planning; Implementation of activities; Provision of reliable data; Management of risks and opportunities within processes; Compliance with up-to-date QMS documents.
All employees and students	Participation in development activities of JSC «KazUTB named after K. Kulazhanov», within its powers; compliance with applicable requirements and QMS documents; provision of feedback.

9. RISKS ASSOCIATED WITH THE PROCESS AND ACTIONS ON RISK PREVENTION

9.1 Risks associated with the process:	9.2 Risk Prevention Actions:
- improper management, i.e. untimely and poor-quality formation of development plans in the main areas of activity, due to the incompetence of personnel; - lack of a development program for JSC «KazUTB named after K. Kulazhanov»; - inappropriate communication, poorly functioning channels of internal and external exchange of documented information.	- to carry out additional informing of responsible executives about the requirements for the formation of development plans in the main areas of activity; - calculate in advance the time for the preparation of the Development Program of JSC «KazUTB named after K. Kulazhanov»; - periodic hearing of issues on the development and implementation of the Development Program of JSC «KazUTB named after K. Kulazhanov» at the institutions of the rectorate; - annually make a SWOT analysis of the functioning of QMS processes, on the achievement of goals.

10. CONFIDENTIALITY

10.1 This DP is an internal regulatory document of JSC «KazUTB named after K. Kulazhanov» and is not subject to submission to other parties, except for experts of certification bodies during a certification audit, consumer partners with the permission of the Rector.

APPLICATIONS

F. DSD-5.1/6.2.2-2026-14-01 (mandatory)

Form TARGET INDICATORS OF THE DEVELOPMENT PROGRAM OF JSC «KAZUTB NAMED AFTER K. KULAZHANOV»

№ p/n	Target Indicators	Unit of measurement.	In the planning period				
			Year 2025	Year 2026	Year 2027	Year 2028	Year 2029
Strategic direction 1.							
Goal:							
Tasks 1							
1							
2							
…							

F. DSD-5.1/6.2.2-2026-14-02 (mandatory)

Form of the «ACTION PLAN FOR THE IMPLEMENTATION OF THE TARGET INDICATORS OF THE DEVELOPMENT PROGRAM JSC «KAZUTB NAMED AFTER K. KULAZHANOV»

№ p/n	Name of events	Unit of measurement.	In the planning period					Completion Form
			Year 2025	Year 2026	Year 2027	Year 2028	Year 2029	
Strategic Direction 1								
Goal:								
Tasks 1								
1								
2								
Strategic Direction 2....								
Objective:...								
Tasks 2								
1								

F. DSD-7.5-2026-01-02 (mandatory)

APPROVAL SHEET

Position	Full name	Date	Signature
Vice-Rector for AA	Askarbekov E. B	08.09.2026	
Vice-Rector for R&I	Aibuldinov Y. K.	09.09.2026	
Vice-Rector for SA&SD	Berdigaliuly S.	09.09.2026	
Director of the DSD	Orazalina D. K.	09.09.2026	
Head of QMSD	Ernst A.	09.09.2026	

F. DSD-7.5-2026-01-03 (mandatory)

FAMILIARIZATION SHEET

Position	Full name	Date	Signature

F. DSD-7.5-2026-01-04 (mandatory)

CHANGE REGISTRATION SHEET

The number of the changed In the case of the	Change Notice Number	Number of sheets (pages)				Total sheets (after changes)	Date of entry	Full name of the person making the changes	Signature of the person who made the changes
		changed	replaced	new	cancelled				

F. DSD-7.5-2026-01-05 (mandatory)

PERIODIC INSPECTION RECORD SHEET

Verification Date	full name of the person, who performed the Verification	Signature of the person, who performed the check	Wording of comments