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WP2: Enhancing Entrepreneurship Education and Skills Development

D 2.2 University scheme for entrepreneurship education support

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Triggering innovative approaches and entrepreneurial skills for students through creating conditions
for graduate's employability in Central Asia

TRIGGER partners

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Table of Contents

Introduction	4
1. Policy and strategy of the HEI to enhance entrepreneurship education	4
2. Goals and objectives of the HEI to enhance entrepreneurship education	6
3. Activities and measures to enhance entrepreneurship education	8
4. Required resources, infrastructure, and environment	9
5. Timeline and responsibilities	10

Introduction

The present report provides an overview of the university scheme for entrepreneurship education support at Toraighyrov University in Kazakhstan. The entrepreneurship education scheme was developed as part of Work Package 2 on “Enhancing Entrepreneurship Education and Skills Development” (WP2) of the Erasmus+ Capacity Building in Higher Education Project “Triggering innovative approaches and entrepreneurial skills for students through creating conditions for graduate’s employability in Central Asia” (TRIGGER). The entrepreneurship education scheme directly builds on the “Report on status quo on entrepreneurship education, labour market requirements and knowledge/skills mismatches” which was developed earlier by the ToU in WP2 (see Deliverable 2.1). Before outlining the entrepreneurship education scheme in more detail in the next sections, a summary on the notion of entrepreneurship education as utilised in the TRIGGER project is provided below:

- **Entrepreneurship Education (EE)** seeks to provide students with knowledge, skills and motivation to create ideas in entrepreneurial action in different environments, both as self-employed entrepreneur and as employee in established organisations (EC 2015, Lackéus et al. 2020).
- **Entrepreneurship** is a key competence for all learners, supporting personal development, active citizenship, social inclusion and employability (see European Commission et al. 2016: 21).
- **Organizational change** of HEIs is needed, since „the capacity to implement the entrepreneurship and innovation agenda depends on the governance arrangements, organisational capacity and the institutional culture of HEIs as well as characteristics of the surrounding economy“ (OECD 2019: 12).

1. Policy and strategy of the HEI to enhance entrepreneurship education

The Development Strategy of Toraighyrov University for 2020 - 2024 is focused on changing the organizational and economic principles of the university functioning. The Development Strategy was worked out on the basis of classical scientific methodology, including the collective method, the analytical and synthetic method, the method of designing hypotheses and their subsequent empirical verification. The result of the Development Strategy will be the university's transition to a new qualitative state, argued by the dynamic development of the organization's human capital, diversification of the management system and sources of investment financing, new integration and cooperation ties in the

“university – region” system. As a result, an updated business model for training personnel for an innovative regional economy will be proposed and put into practice.

The following documents served as the basis for the development of the Strategy:

- Message of the Head of State Kassym-Jomart Tokayev to the people of Kazakhstan dated September 01, 2020 “Kazakhstan in a New Reality: Time for Action”;
- Message of the Head of State Kassym-Jomart Tokayev to the people of Kazakhstan dated September 01, 2021 “Unity of the People and Systemic Reforms are a Solid Foundation for the Nation’s Prosperity”;
- Message of the Head of State Kassym-Jomart Tokayev to the people of Kazakhstan dated March 16, 2022 “New Kazakhstan: the Path of Renewal and Modernization”;
- Decree of the Government of the Republic of Kazakhstan dated December 27, 2019 No. 988 “On approval of the State Program for the Development of Education and Science of the Republic of Kazakhstan for 2020-2025”;
- Law of the Republic of Kazakhstan dated July 27, 2007 No. 319-III "On Education";
- Law of the Republic of Kazakhstan dated February 18, 2011 No. 407-IV "On Science";
- Strategic Development Plan of the Republic of Kazakhstan until 2025 dated February 15, 2018, No. 636;
- State program “Digital Kazakhstan” dated December 12, 2017 No. 827;
- Atlas of New Professions of Pavlodar Region. BTS Education, March 2021;
- Main Directions of Development of the Pavlodar Region up to 2030;
- Development Strategy of Pavlodar City up to 2050;
- Development Strategy of Toraighyrov University 2020 – 2024;
- Development Program of Toraighyrov University (2020-2024).

To enhance entrepreneurial education, ToU realizes the following policies: academic, research, HR, social, and economic.

Academic policy is determined by the strategic goals of the University and the mission designated as ensuring the leading role of the university in the international scientific and educational space for the formation of competitive specialists for the innovative development of Kazakhstan. Academic policy is a system of measures, rules and procedures for planning and managing educational activities and effective organization of the educational process aimed at improving the quality of education and the implementation of student-centered learning. The goal of ToU academic policy is to achieve a high level of quality of higher and postgraduate education that meets the needs of the labor market, the individual and corresponds to the best international practices.

The research policy is an integral part of the education and training of qualified specialists who are able to independently solve professional, scientific and technical problems. Research activities

contribute to the formation of the readiness of future specialists for the creative realization of the knowledge, skills and abilities acquired at the university, help to master the methodology of scientific research, and enhance research experience.

The HR policy of the organization is the general direction of work with staff, lecturers, reflecting a set of principles, methods, a set of rules and norms in the field of work with personnel, which must be realized and formulated in a certain way. The purpose of the HR policy is to ensure an optimal balance of the processes of updating and maintaining the number and quality of personnel in accordance with the needs of the organization itself, the requirements of current legislation and the state of the labor market.

Economic policy is a set of measures and actions of the university to choose and implement economic decisions at a decent level. The implementation of economic policy presupposes the achievement of socially significant goals. The goals of the university's economic policy are determined by the state of the budget at the moment. Proper management of the economic activity of the university allows you to correctly allocate finances and purchase the necessary equipment for students in order to develop their skills.

2. Goals and objectives of the HEI to enhance entrepreneurship education

The goal of Toraighyrov University in the area of entrepreneurship education enhancement is to increase graduates' competitiveness in the local labor market.

1. Within the academic policy the main goal is to train competent graduates who meet the requirements of the local labor market.

The goal will be achieved through the following objectives:

- 1.1. The development of innovative educational programs;
- 1.2. The development of specialized courses with entrepreneurship focus;
- 1.3. Modernization of organizational structure The modernization of the organizational structure provides opportunities for the development of entrepreneurship and skills of students. For example, a Career Center was established at the university as a separate structural unit. A Startup Academy was also created, where students can try to implement their business ideas.

2. Within the research policy the main goal is to increase the efficiency of research work conducted by all stakeholders of ToU.

The goal will be achieved through the following objectives:

- 2.1. Increase in ToU income from research activities;
- 2.2. Infrastructure development for supporting entrepreneurship and R&D;
- 2.3. Strengthening of the laboratory facilities.

3. Within the HR policy the main goal is to upgrade faculty and staff of ToU so that they meet the requirements of entrepreneurial education.

The goal will be achieved through the following objectives:

- 3.1. Reengineering of ToU business processes - The analysis of the state of modern education clearly indicates the timeliness of the transition in management from an outdated structural to a more promising process approach. That is, the modernization of business processes in universities is required. The process approach allows delegating powers to responsible executors based on the description of the processes of the technological chain of obtaining the final product (management process regulations), reducing the number of levels of coordination in decision-making, combining the principles of strategic management and labor organization according to group principles, focusing on improving the quality of the final product and the work of the University as a whole.;
- 3.2. Motivation and reward of faculty and staff involved in entrepreneurship education;
- 3.3. Professional development of faculty and staff;

4. Within the social policy the main goal is to train graduates who will satisfy the requirements of the local labor market.

The goal will be achieved through the following objectives:

- 4.1. Strengthening links with leading industries, businesses and state organizations of the region;
- 4.2. Development of student self-government;
- 4.3. Development of an anti-corruption culture.

5. Within the economic policy the main goal is to provide ToU with stable financial resources for ensuring quality entrepreneurial education.

The goal will be achieved through the following objectives:

- 5.1. Search for new sources of income (fundraising);
- 5.2. Cost optimization through reducing administrative costs and outsourcing of non-core business processes;
- 5.3. Growth of the university budget in the strategic period.

3. Activities and measures to enhance entrepreneurship education

To enhance entrepreneurship education ToU will take measures in accordance with its main policies and strategies.

Within the academic policy, the following activities will be undertaken:

- 3.1.1 Development of innovative dual educational programs;
- 3.1.2. Introduction of Minor “Basics of Entrepreneurship”;
- 3.1.3. Establishment of the Career Center as a structural unit of ToU.

Within the research policy, the following activities will be undertaken:

- 3.2.1. Increase in the number of applications for funded research projects;
- 3.2.2. Increase of the expenses for the development of laboratory facilities;
- 3.2.3. Increase the number of certified research laboratory staff and equipment.

Within the HR policy, the following activities will be undertaken:

- 3.3.1. Expanding functional services provided by career center and introduction of a new model of the organizational structure of ToU;
- 3.3.2. Stimulation of HR (salary growth based on KPI results) - The university has implemented a KPI system, which has become clear and transparent and is a motivation system: since planned and actual values are fixed, it is clear to the head for what and how to motivate the employee. Employees, in turn, understand well why and what remuneration they will receive.;
- 3.3.3. Organization of intensive trainings for faculty and staff in the field of management.

Within the social policy, the following activities will be undertaken:

- 3.4.1. Participation of students in social, public and volunteer activities;
- 3.4.2. Student involvement in management in all business processes of the university;
- 3.4.3. Introduction of international standard ISO 37001 Anti-Bribery Management.

Within the economic policy, the following activities will be undertaken:

- 3.5.1. Creation of ToU endowment fund;
- 3.5.2. Concluding agreements with out-sourcing companies;
- 3.5.3. Increase the number of student body and income from research activities;

4. Required resources, infrastructure, and environment

To implement the activities and measures to enhance entrepreneurial education at ToU internal resources, infrastructure, and external environments are required.

Within the academic policy the following resources and infrastructure is in demand:

- 4.1.1. Partner organizations from industry and business;
- 4.1.2. Internal and external expert evaluation of educational programs;
- 4.1.3. Funding for the Career Center (positions, office, equipment).

Within the research policy the following resources and infrastructure is in demand:

- 4.2.1. Skill of using scientometric systems by faculty and staff;
- 4.2.2. Laboratory facilities and equipment;
- 4.2.3. IT infrastructure and ecosystem;
- 4.2.4. Organizational, financial and expert support of Startup infrastructure - Startup Academy is a structural unit created to help aspiring (startup) entrepreneurs (among students) who are at the very beginning of their journey or are just thinking about launching their startup. Startup Academy implements the following tasks: Organization of educational and consulting activities in the form of comprehensive training and provision of authors and participants of innovative projects with the necessary practical knowledge and skills in the field of entrepreneurship; Stimulating and developing the innovation ecosystem of startup culture; Identification of ideas with commercial potential among students, undergraduates, doctoral students and scientists of the University; Promotion of projects through specialized exhibition events (forums, congresses, conferences); Involvement of scientists in entrepreneurial activity; Involvement of independent professional experts in the evaluation of business ideas and innovative projects.

Within the HR policy the following resources and infrastructure is in demand:

- 4.3.1. Financial support of faculty and staff involved in entrepreneurial education through KPI system;
- 4.3.2. Office and equipment for Talent Management center - The main goal of the Talent Management Center is to create a system of continuous professional development, the growth of professional competence of specialists in various fields of activity and the updating of theoretical and practical knowledge in connection with increasing requirements for their skill level. One of the tasks is also to meet the needs of specialists in obtaining knowledge about the latest achievements in the relevant branches of science and technology, advanced domestic and foreign experience through seminars, trainings, master classes by leading university teachers and invited specialists..

Within the social policy the following resources and infrastructure is in demand:

- 4.4.1. Equipment for a new Student Hostel;
- 4.4.2. Offices and open spaces for student organizations (volunteer, Startup, ecological, public, etc.);
- 4.4.3. Network with public organizations and NGOs.

Within the economic policy the following activities will be undertaken:

- 4.5.1. Strong links and network with alumni;
- 4.5.2. Competent and skilled staff to work with outsourcing companies;
- 4.5.3. Competent SMM managers, PR and marketing skills.

5. Timeline and responsibilities

Strategy / policy priority	Goal / objective	Activity / measure	Required resources	Timeline	Responsible	Indicators of achievement
1. Academic policy - to train competent graduates who meet the requirements of the local labour market.	1.1. The development of innovative educational programs; 1.2. The development of specialized courses with entrepreneurship focus; 1.3. Modernization of organizational structure.	3.1.1. Development of innovative dual educational programs; 3.1.2. Introduction of Minor “Basics of Entrepreneurship”; 3.1.3. Establishment of the Career Center as a structural unit of ToU.	4.1.1. Partner organizations from industry and business; 4.1.2. Internal and external expert evaluation of educational programs; 4.1.3. Funding for the Career Center (positions, office, equipment).	1.1. August 2023 1.2. January 2023 1.3. January 2024	3.1.1. Vice rector for Academic Affairs; 3.1.2. Head of Finances department; 3.1.3. Head of Board Staff	3.1.1. 2 educational programs; 3.1.2. 5 specialized courses with entrepreneurship focus. 3.1.3. Modified organizational structure
2. Research policy - to increase the efficiency of research work conducted by all stakeholders of ToU.	2.1. Increase in ToU income from research activities; 2.2. Infrastructure development for supporting entrepreneurship and R&D; 2.3. Strengthening of the laboratory facilities.	3.2.1. Increase in the number of applications for funded research projects; 3.2.2. Increase of the expenses for the development of	4.2.1. Skill of using scientometric systems by faculty and staff; 4.2.2. Laboratory facilities and equipment; 4.2.3. IT infrastructure and ecosystem;	2.1. Throughout the project (2022-2027); 2.2. Two times a year, throughout the project	2.1. Vice Rector for Research and International Cooperation; 2.2. Head of Research and Innovation Hub; 2.3.	3.2.1. Project proposals (not less than 2 from each faculty); 3.2.2. Not less than 5% from ToU total budget;

		laboratory facilities; 3.2.3. Increase the number of certified research laboratory staff and equipment.	4.2.4. Organizational financial and expert support of Startup infrastructure.	(2022-2027); 2.3. December, 2023	Head of Research and Innovation Hub;	3.2.3. 1 certified laboratory .
3. HR policy - to upgrade faculty and staff of ToU so that they meet the requirements of entrepreneurial education.	3.1. Reengineering of ToU business processes; 3.2. Motivation and reward of faculty and staff involved in entrepreneurship education; 3.3. Professional development of faculty and staff;	3.3.1. Expanding functional services provided by Career Center and introduction of a new model of the organizational structure of ToU; 3.3.2. Stimulation of HR (salary growth based on KPI results); 3.3.3. Organization of intensive trainings for faculty and staff in the field of management.	4.3.1. Financial support of faculty and staff involved in entrepreneurial education through KPI system; 4.3.2. Office and equipment for Talent Management center.	3.3.1. Throughout the project timeline; 3.3.2. Throughout the project timeline; 3.3.3. Throughout the project timeline;	3.3.1. ToU Board 3.3.2. Head of Planning and Finances department; Head of Quality Assurance and Accreditation department. 3.3.3. Head of Economics department; Head of Finances and Audit department.	3.3.1. Job Descriptions of Career Centre managers ; 3.3.2. Bonus payout every semester; 3.3.3. 20 faculty a year trained.
4. Social policy - to train graduates who will satisfy the requirements of the local labour market.	4.1. Strengthening links with leading industries, businesses and state organizations of the region; 4.2. Development of student self-government; 4.3. Development of an anti-corruption culture.	3.4.1. Participation of students in social, public and volunteer activities; 3.4.2. Student involvement in management in all business processes of the university; 3.4.3. Introduction of international standard ISO 37001 Anti-Bribery Management.	4.4.1. Equipment for a new Student Hostel; 4.4.2. Offices and open spaces for student organizations (volunteer, Startup, ecological, public, etc.); 4.4.3. Network with public organizations and NGOs.	4.4.1. Throughout the project timeline; 4.4.2. Throughout the project timeline; 4.4.3. Throughout the project timeline.	4.4.1. Vice Rector for Administrative Work; 4.4.2. Head of the department for Social Work and youth Policy; 4.4.3. Head of Compliance Service.	4.4.1. 200 student volunteers; 4.4.2. 50 students involved in student self-government; 4.4.3. ISO 37001 Anti-Bribery Management

						Certificate .
5. Economic policy - to provide ToU with stable financial resources for ensuring quality entrepreneurial education.	5.1. Search for new sources of income (fundraising); 5.2. Cost optimization through reducing administrative costs and outsourcing of non-core business processes; 5.3. Growth of the university budget in the strategic period.	3.5.1. Creation of ToU Endowment Fund; 3.5.2. Concluding agreements with outsourcing companies; 3.5.3. Increase the number of student body and income from research activities;	5.5.1. Strong links and network with alumni; 5.5.2. Competent and skilled staff to work with outsourcing companies; 5.5.3. Competent SMM managers, PR and marketing skills.	5.5.1. June 2023, creation of Endowment Fund; 5.5.2. Throughout the project timeline. 5.5.3. Throughout the project timeline.	5.5.1. Endowment Fund Manager; 5.5.2. Vice Rector for Facilities; 5.5.3. Head of the department of Planning and Finances.	5.5.1. Endowment Fund Charter; 5.5.2. Two agreements with outsourcing companies; 5.5.3. 10% increase of ToU budget in comparison of 2022.