



**Nazarbayev University
Alumni Engagement
Strategy
2021-2026**

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Abbreviation

NU	Nazarbayev University
HEI	Higher educational institution
CASE	Council for Advancement and Support of Education
AWG	Alumni Working Group
CAC	Career and Advising Center
NU Alumni PU	NU Alumni Public Union
NUGSB	Nazarbayev University Graduate School of Business
NUGSPP	Nazarbayev University Graduate School of Public Policy
NUGSE	Nazarbayev University Graduate School of Education
NPO	Non-Profit Organization

Glossary

Alumni¹ - individuals who have completed their studies and obtained a degree

Alumni culture - creating lifelong pride and commitment to the Alma Mater

Former students - individuals who studied for a certain time at Nazarbayev University

Nazarbayev University Transformation Alumni Working Group – a volunteering group of University leadership staff, faculty and the representatives of Nazarbayev University Alumni Associations, members of the Strategy Development Committee (hereafter - AWG)

“NU Alumni” Public Union - officially registered legal entity consisting mostly of undergraduate alumni

Nazarbayev University Alumni Associations – “NU Alumni” Public Union, Nazarbayev University GSB Alumni NPO, Nazarbayev University GSE Alumni Association, and other alumni organizations, which are organized under initiative of NU alumni.

Alumni engagement² are the activities that are valued by alumni, build enduring and mutually beneficial relationships, inspire loyalty and financial support, strengthen the institution’s reputation and involve alumni in meaningful activities to advance the institution’s mission.

¹ <https://www.merriam-webster.com/dictionary/alumnus>

² <https://www.case.org/trending/alumni-engagement-metrics-task-force-update>

□ 1. INTRODUCTION

Kazakhstan is on the way to achieving its goal to be among the 30 most competitive and developed countries in the world by 2050. This requires an educated and talented workforce with high professional standards. Kazakhstan has been focused on investing in the future, especially in the education of its youth, even in the most difficult times. Which is why the First President of the Republic of Kazakhstan envisioned the establishment of Nazarbayev University in 2010 with the goal of creating a world-class research University educating scientists, engineers, and entrepreneurs to advance Kazakhstan's social-economic development and become a major platform for educational reform in the country.

In 2018 Nazarbayev University launched the **Strategy 2018-2030**³ before the end of the Strategy 2013-2020 “to emphasize the need for continuity while also preparing for change that will inevitably be imposed by disruptive technologies and unknown futures. Building a strong, world-class institution takes time, and continuity is essential.”

The foundation for this Alumni Strategy is based on the University Strategy: “A growing loyal alumni group will be important to Nazarbayev University future financial sustainability”⁴ to establish a strong, constructed and mutually beneficial relationship between Nazarbayev University, alumni and students⁵.

Therefore, University leaders commissioned the Alumni Working Group to develop this Alumni Engagement Strategy to find meaningful ways to enrich and strengthen a bond between alumni and the University community, Schools, staff, faculty and current students (see App.A-B). This Strategy will guide the campus community over the next five years, support activities of both Nazarbayev University and Alumni Associations, and align with the University's Strategy and other strategies developed under the Transformation Program (Student Well-Being, Lifelong Learning, etc.).

Since 2015, the University has been attracting dozens of alumni to events and activities every year, but the University strives to enlarge the number of alumni that participate in events and activities organized by the University. Despite the continued support and contribution of

³ Nazarbayev University Strategy 2018-2030

⁴ Nazarbayev University Strategy 2018-2030, p.35

⁵ <https://www.linkedin.com/pulse/8-prerequisites-successful-alumni-engagement-mark-w-jones>

alumni, it is important to devote resources for maintaining affinity⁶ between alumni and the University.

With the help of various strategies, we plan to engage more alumni in the life of the University. This number will include different categories of alumni - volunteers, event participants, speakers and mentors, subscribers in social networks and ambassadors. All of these actions are measurable and active behaviors demonstrate commitment to the alma mater (see App.C).

The work of the University community is to create the environment, opportunities and motivation for alumni and students to engage in the life and success of the University. We seek ongoing advice and input from alumni to help us to meet society expectations⁷. Meanwhile, the University is doing everything possible to address challenges caused by COVID-19 pandemic by rapidly reacting to the crisis and organizing an online studying process, developing communication tools and services to address concerns and needs of the current students and creating a safe environment for the entire NU community. The efforts of the University aimed at protecting the interests of the students and providing quality education under the challenging pandemic conditions are contributing to development of commitment to the University among current students and cultivating them as loyal alumni in the future.

Alumni engagement is becoming increasingly important for HEIs around the world. Alumni are critical partners for universities – opening doors and building powerful, connective, supportive communities. To be a part of the global community of professionals in alumni relations and obtain valuable experience, in 2017 Career and Advising Center became a member of Council for Advancement and Support of Education (CASE), a global nonprofit membership association surpassing 3,700 educational institutions in 82 countries. CASE helps develop the communities of professional practice that build institutional resilience and success in challenging times. The communities include staff engaged in alumni relations, fundraising, marketing, student recruitment, stakeholder engagement, crisis communications, and government relations.

In 2018 in response to numerous member inquiries and undertaking an approach consistent with its values CASE Alumni Engagement Metrics Task Force⁸ (created in 2016)

⁶ <https://higheredlive.com/three-paradigms-for-a-successful-alumni-engagement-strategy/>

⁷ <https://sproutsocial.com/insights/alumni-engagement-best-practices/>

⁸ <https://www.case.org/trending/alumni-engagement-metrics-task-force-update>

established a standardized framework for how alumni engagement (**volunteer, experiential, philanthropic, and communication categories**) gets measured. The definitions of these categories are “*experiential engagement* as meaningful experiences that inspire alumni, are valued by the institution, promote its mission, celebrate its achievements and strengthen its reputation; *communication engagement* as Interactive, purposeful and informative communication with alumni that supports the institution’s mission, strategic goals and reputation; *volunteer engagement* - formally defined and rewarding volunteer roles that are endorsed and valued by the institution and support its mission and strategic goals; *philanthropic engagement* as diverse opportunities for alumni to make philanthropic investments that are vital to the donor and support the institution’s mission and strategic goals. This classification is not prescriptive, but subsidiary and should be interpreted as guidelines for the sector. CASE reserves the right for the university to classify their interaction activities within these categories⁹.

Given these four alumni engagement categories, CASE's Alumni Relation conducted a survey in Europe and the Asia-Pacific region. Data from 140 institutions has been analyzed for the 'Engaging for Excellence' report¹⁰), including 11 business schools which indicates the highest participation rate. Unfortunately, universities of CIS countries have not participated in the project yet.

Having carefully studied the measurement system proposed by CASE and taking into account development path, the AWG has customised three categories of alumni engagement evaluation criteria - **volunteer, experiential, and communication** and developed its own five goals in compliance with NU’s needs and priorities. Philanthropic engagement activities of alumni will not be taken into account in order to avoid “detrimental fixation on numbers for the sake of numbers”, where a number of alumni donors grows slowly against an increasing number of contactable alumni, successfully involved in alumni engagement programs. The scale of support for graduates cannot be measured by such formulation, which leads to a distortion of the true participation of graduates in the life of the institution¹¹. Besides, mutually beneficial

⁹ <https://www.case.org/case-global-alumni-engagement-metrics-survey>.p.6

¹⁰ https://www.case.org/system/files/media/file/Engaging_for_excellence_2018_final.pdf

¹¹ <https://www.insidehighered.com/views/2018/09/17/us-news-rankings-provide-profoundly-limited-view-alumni-relations-opini> <https://www.linkedin.com/pulse/8-prerequisites-successful-alumni-engagement-mark-w-jones>

partnerships between the university and alumni can take different forms and philanthropy - not the only goal through which all graduates strive to build their relationship with alma mater¹².

For Nazarbayev University striving to gain international recognition, join the ranks of world-class research universities and internationalize its student body, as well as to obtain program (by 2025) and institutional (2030) accreditation, along with standards defined by international professional organizations, requirements of accreditation organizations and university rankings in terms of alumni engagement have also been considered in the Strategy development.

The following framework is the pathway to initiate, foster and deepen relationships and increase commitments to the University. The cycle repeats with each alumni programme experience and interaction with the University, ideally building a stronger relationship between alumni and the University, and deepening the understanding, affinity and contributions of alumni to the University each time.

It aims to promote broad participation and creative thinking, encourage honest debate and strike a balance between ambition and practicality. With the participation of the entire University community, our common goals to increase alumni participation will be realized and the goals of the Strategy will be successfully achieved.

□ 2. SWOT ANALYSIS

Nazarbayev University Alumni Working Group undertook a “SWOT” (Strengths, Weaknesses, Opportunities and Threats) analysis to determine the scope of the University’s future challenges regarding alumni engagement. The results of this analysis are presented below:

Strengths	Weaknesses
Merit-based selection	Absence of established alumni culture of engagement
Employment and further education rate 89% (Employment rate 63%, Further education rate 26%)	External stakeholders’ (society, government) mixed perception and expectations from Nazarbayev University alumni
Tangible impact (two stipends established by three alumni, alumni volunteering as ambassadors, mentors, speakers, job/internship providers, members of industry advisory boards) - 215 alumni	Lack of automated alumni database and exclusive unified information platform
	Lack of in-depth alumni satisfaction survey
	Isolation from other Kazakhstan universities' alumni

¹² https://www.projectsimple.eu/store/good_practices_of_alumni_centres_web.pdf

	Poor communication of alumni with the University
	Limited range of services for alumni
Opportunities	Threats
Growing loyal alumni with increasing resources and influence	Growing nation-wide brain drain
Valuable interconnection between alumni and students	Lack of NU's international academic programs and institutional accreditation that may delay its international recognition and inhibit attraction of quality international students, future NU alumni
Positive contribution to further development of Kazakhstan's economy and social well-being	Detachment of NU alumni may deteriorate the establishment and expansion of mutually beneficial NU - alumni relationship
Systematic development of accreditation for programs and for the institution	Absence of a separate unit responsible for the work with NU alumni

The analysis of the identified strengths and weaknesses influenced the determination of the priority goals of the Strategy for the further development of the strategic plan to systematically solve each of the problems.

❑ 3. VISION, MISSION AND VALUES

Vision:

To create a community of leading professionals, advocating Nazarbayev University values, and becoming change-agents as ambassadors to society.

Mission:

To develop a systemic approach for building lifelong engagement between the University and its alumni.

Value:

The Alumni can support and promote core values of Nazarbayev University in achieving international recognition and standing, work with the University to reinforce the graduate attributes and especially to prepare students for leadership in Kazakhstan and beyond.

- ❑ Possess an in-depth and sophisticated understanding of their domain of study.
- ❑ Be intellectually agile, curious, creative and open-minded.
- ❑ Be thoughtful decision makers who know how to involve others.

- ❑ Be entrepreneurial, self-propelling and able to create new opportunities.
- ❑ Be fluent and nuanced communicators across languages and cultures.
- ❑ Be cultured and tolerant citizens of the world.
- ❑ Demonstrate high personal integrity.
- ❑ Be prepared to take a leading role in the development of their country.

❑ 4. STRATEGIC GOALS DCNCR

❑ 4.1. DISCOVER

Objective: To gain a better understanding of alumni based on class of graduation for developing a value proposition for alumni and for an enhanced engagement

Link to SWOT analysis: Lack of automated alumni database and exclusive unified information platform. Lack of in-depth alumni satisfaction survey

Actions:

- ❑ Use demographic information, measure trends to better communicate with and engage alumni.
- ❑ Facilitate the exchange of information between the University and Nazarbayev University Alumni Associations.
- ❑ Conduct comprehensive alumni and employer surveys in collaboration with the Institutional Research Unit to analyse and develop an understanding of alumni and employer satisfactions and expectations from Nazarbayev University and Nazarbayev University Alumni Associations.
- ❑ Develop strategies for targeted marketing and messaging based on degree, Major, School, involvement, and life-stage.
- ❑ Use affinity efforts to be engaged and make a contribution as means for understanding alumni groups, how they interact and how they change.
- ❑ Involve alumni leaders/representatives to participate in the decision-making process of the University and to be full-fledged members of the Trustee board, Advisory and other boards of the University and respective schools.

❑ 4.2. CONNECT

Objective: To develop high-quality, unique, targeted, educational and service opportunities that benefit all alumni and strengthen their ties to the University.

Link to SWOT analysis: Absence of established alumni culture of engagement. Limited range of services for alumni. Absence of a separate unit responsible for the work with NU alumni

Actions:

- ❑ Create a platform for the development of professional, creative and scientific potential of alumni to network and communicate
- ❑ Develop lifelong learning programs relevant to the professional needs of alumni.
- ❑ Involve University faculty, staff, alumni, and external stakeholders for meaningful programs of interest to alumni.
- ❑ Provide opportunities for alumni to use the University facilities free of charge or with discount based on their contribution to the University
- ❑ Provide social infrastructure development construction (Alumni House) to strengthen the identification of alumni with NU

❑ 4.3. NETWORK

Objective: To make connections between alumni and the University community a cornerstone by providing more opportunities for interaction and networking.

Link to SWOT analysis: Absence of established alumni culture of engagement.

Actions:

- ❑ Create more opportunities for alumni and students to connect on and off campus.
- ❑ Develop initiatives and programs targeted at early engagement of students to grow into loyal alumni
- ❑ Develop an annual Road Map of activities between the University, respective schools and Nazarbayev University Alumni Associations.
- ❑ Strengthen ties among the University entities in order to explore new opportunities.
- ❑ Develop new alumni engagement initiatives and programs and enhance the existing ones targeted at different alumni categories

- ❑ Provide worldwide alumni networking opportunities

❑ 4.4. COMMUNICATE

Objective: Provide an easy, effective and quick method of communication between the University, its organizations, students and alumni.

Link to SWOT analysis: Poor communication of alumni with the University.

Isolation from other Kazakhstan universities' alumni.

Actions:

- ❑ Develop effective communication means and mechanisms to help ease issues, speed up processes and increase awareness.
- ❑ Stimulate excitement and pride in the University, as well as expand participation in alumni events through various communication tools and alumni events
- ❑ Maintain a visual identity that is clear and recognizable and associated with the University brand.

❑ 4.5. RECOGNIZE

Objective: to acknowledge alumni achievements and contributions and celebrate the milestones and traditions of the University through events and award programs.

Link to SWOT analysis: External stakeholders' (society, government) mixed perception and expectations from Nazarbayev University alumni.

Actions:

- ❑ Maintain active reunion programs that encourage alumni to return to campus, communicate with each other, maintain contact with the University, and provide ongoing advice and financial support to the University.

- ❑ Inform and celebrate with alumni accomplishments of the Faculty, researchers, students, and other alumni through award programs.
- ❑ Praise achievements and contribution of alumni to the University (ceremonies of awarding, hall of Fame, etc.)

❑ 5. COORDINATION OF ALL STAKEHOLDERS EFFORTS

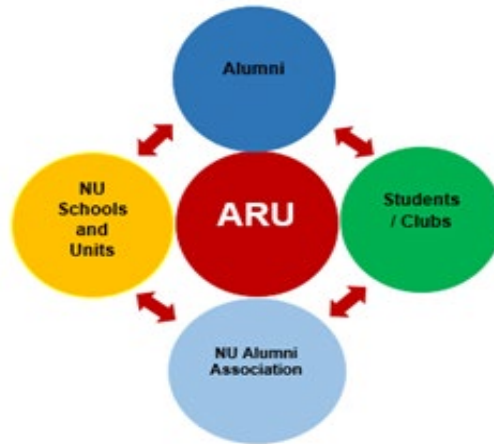
Since 2012, CAC has been assigned to manage NU Alumni Relations, develop, implement strategies and tactics to increase affinity of NU alumni, ensure alignment with current University strategy and goals. CAC provides career guidance to students and alumni by helping them to reach their career goals, keeps them informed about job and internship opportunities, fosters alumni networking and mentorship, and assists the University in engaging alumni in the University activities and events.

As the number of alumni increases annually, NU Schools graduates create their own alumni associations, for effective coordination, integration and harmonization of common efforts, operational clarity and efficiency, it is recommended to create a special unit for alumni relations. The unit should interact with NU and alumni at every stage of their communication, coordinate and unite other stakeholders, Schools, NU units and the Alumni Association in building mutually beneficial relationships.

The Alumni Relation Unit should be established as a semi-autonomous unit under the Career and Advising Center. Its primary role will be to engage alumni in a lifelong, mutually-beneficial relationship with the university and its ever-growing global alumni network, specifically through the NU and School Alumni Associations.

The goal of the Alumni Relation Unit will be to attract and maintain alumni interest by offering services that stimulate engagement, offer support mechanisms for alumni networks, adding value to their lives, while strengthening ties with the university, resulting in lifelong relationships.

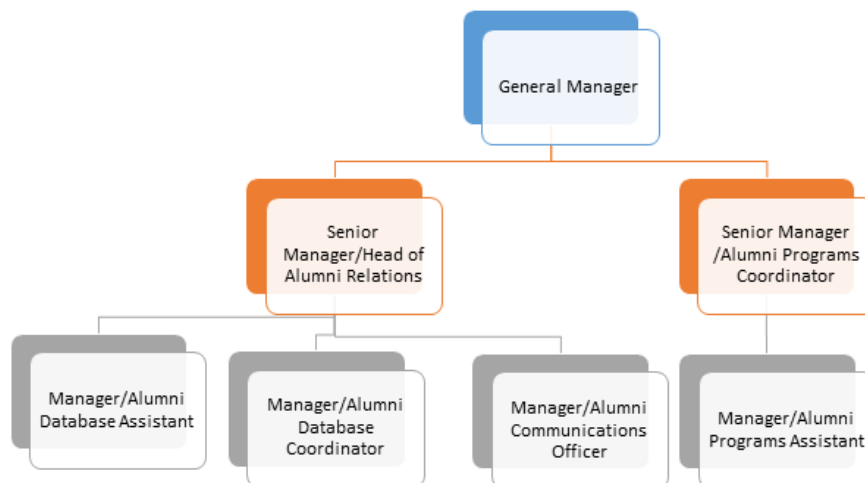
Scheme 1. Stakeholders Collaboration



Based on the reviews of international experiences, an organizational structure of the Alumni Relation Unit team serving NU's global alumni community by organizing events, coordinating with volunteers, fundraising, communications, networking and more may include:

- General Manager
- Senior Manager/Alumni Relations
- Manager/Alumni Communications Officer
- Manager/Alumni Relations Assistant
- Senior Manager /Alumni Programs Coordinator
- Manager/Alumni Programs Assistant
- Manager/Alumni Database Coordinator
- Manager/Alumni Database Assistant
- Specialist/Administrative Support

Scheme 2. Organizational structure



□ 6. EXPECTED OUTPUTS

By the end of this strategic period, a coherent, targeted alumni engagement strategy will have been created and implemented with results:

- stronger, increasingly positive relationships and tight connection between NU and loyal alumni community;
- clear, well-structured, effective communication;
- well-coordinated relationships with identified roles and responsibilities;
- talents, skills and resources of alumni are identified, recognised and applied where appropriate;
- growing culture of contributions from alumni;
- alumni awareness of support and services provided by NU;
- productive collaboration between all stakeholders engaged in alumni relations

7. APPENDIX

APP.A. - NAZARBAYEV UNIVERSITY ALUMNI OF CLASSES OF 2015-2019: WHO THEY ARE AND WHERE THEY WORK AND STUDY

The five graduation cohorts of the University comprised of **3584** students who earned their Bachelor's (2379), Masters' degree (1173), Doctor of Medicine (14) and PhD (18) from the School of Engineering, School of Science and Technology, School of Humanities and Social Sciences, School of Sciences and Humanities (from 2019), School of Engineering and Digital Sciences (from 2019), School of Medicine, School of Mining and Geosciences, Graduate School of Education, Graduate School of Business, Graduate School of Public Policy. The vast majority of them (82%) are occupied in Kazakhstan, other 18% work or study abroad. See Table 1 below for the number of alumni of Classes of 2015-2019 by Schools.

NU Schools	Undergraduates	Graduates (Master's +PhD+MD)	Total number
GSB		269	269
GSE		317	317
GSPP		157	157
SEng	739	197	936
SHSS	695	88	783
SMG		20	20
SoM	28	70	98
SST	917	87	1004
Total number	2379	1205	3584

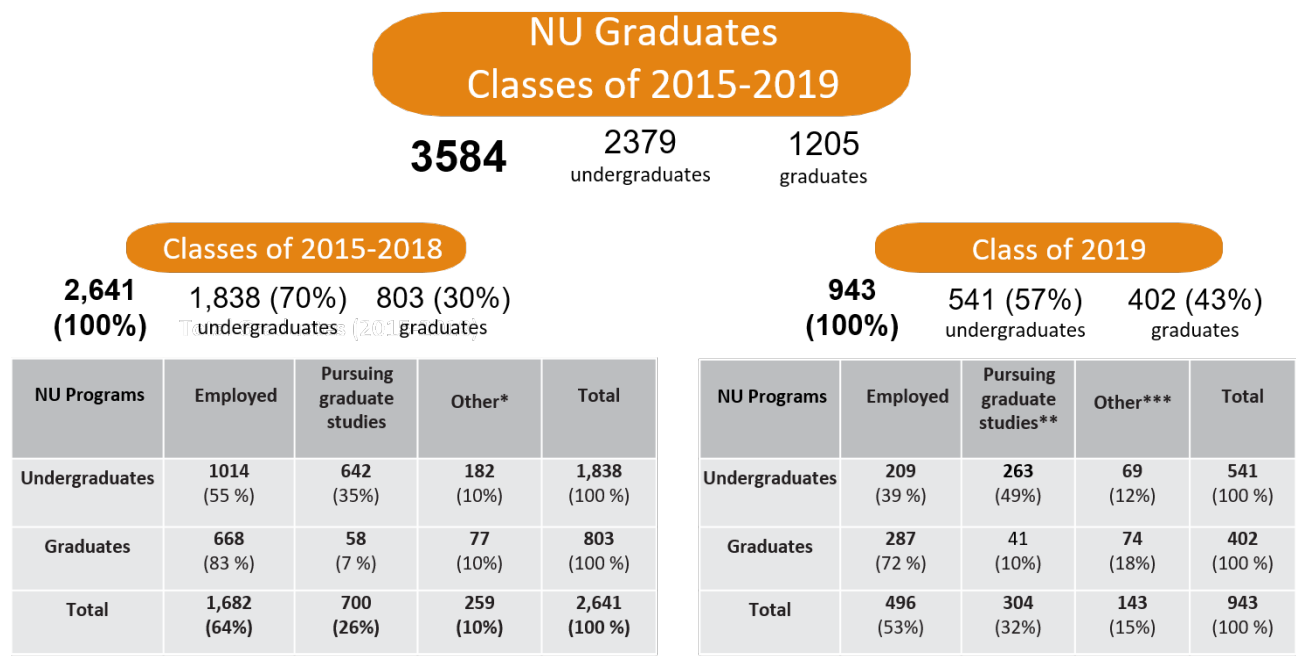
Table 1 - Total number of alumni of Classes of 2015-2019 by Schools as of December, 2019.

The evidence of the quality of Nazarbayev University programs and the quality of the first five cohorts of students is that the world's top graduate programs have admitted many Nazarbayev University alumni. As of March 2020, 948 have been admitted to postgraduate programs, including 252 accepted to PhD programs, at leading universities world-wide. The University of Oxford, University of Cambridge, Stanford University,

Massachusetts Institute of Technology, Harvard University, University College London, Johns Hopkins University, ETH Zurich, Columbia University, National University of Singapore, Carnegie Mellon University, New York University, London School of Economics and Political Science, LMU Munich, the Hong Kong University of Science and Technology, University of Wisconsin Madison, KU Leuven, University of Illinois at Urbana – Champaign, Cornell University, Technische Universität München, University of Warwick, Seoul National University, are among universities where Nazarbayev University alumni pursue their postgraduate education.

Currently, **65%** of alumni have been contributing to further economic and social prosperity of Kazakhstan, becoming a “growth point” and sharing research and academic experience at the University and abroad in public and private organizations, leading Kazakhstani and international companies, like Apple, Google, Booking, Lenovo, Big4, Tengizchevroil, Schlumberger, General Electric, McKinsey, BCG, KPMG, Deloitte, EY and other companies.

These bright young people have proven their academic excellence and potential for continued academic and career success and will be representing the first cohorts of Nazarbayev University’s students in contributing to further economic and social prosperity of Kazakhstan.



* Other: career break, maternity leave, seeking employment, deceased

Figure 1 Nazarbayev University alumni in numbers and destination status of alumni of Classes of 2015-2019 as of December, 2019.

□ APP.B. - CURRENT STATUS ON ALUMNI ENGAGEMENT

Since 2012 NU imposed CAC to manage NU Alumni Relations, develop, implement strategies and tactics to increase affinity of NU alumni, ensure alignment with current University strategies and goals. CAC provides career guidance to students and alumni by helping them to reach their career goals, keeps them informed about job and internship opportunities, fosters alumni networking and mentorship, and assists the University in engaging alumni in the University activities and events.

Destination Status. On a regular basis CAC keeps NU updated on the Destination Status of all **3584** alumni since 2015 by Programs (Graduate and Undergraduate), Schools, Years, Majors, etc. The Destination Status is based on a variety of data sources, including online surveys, phone surveys, direct employer confirmation, and public sources. CAC AR unit is in charge of designing and coordinating the Alumni Mentorship Program and Ambassadors Program.

Alumni Engagement Programs. In November 2019, the Ambassadors Program was relaunched and currently **41** new ambassadors (18 abroad and 23 in KZ) of three categories have started their contribution on NU activities. In 2020, the Mentorship Program, which consists of **81** alumni mentors, will also be reviewed and renewed using new technologies. Besides these volunteering activities, alumni contribute to student development by involving in NU activities as speakers, presenters, mentors and ambassadors since 2016, work with student clubs and societies by sharing their experience after graduation, as well as being internship providers and employers.

Alumni Events. NU hosted II Research Forum 2019, several alumni talks, three NU Alumni Reunions in 2016, 2017 and 2019; the next Reunion will be in 2021. In regions and abroad our ambassadors organized After-Work parties, holidays events, formal and informal meetings of alumni. In 2017, NU alumni gave a start to a new tradition, opened an Alumni Park as a gift to their Alma Mater and a sign of appreciation and gratitude. Since every Class plants its own tree as a symbolic representation of a new beginning in their lives after graduation. The first PhD graduates of GSE presented a bench with a “PhD” emblem. Along with the Alumni Park, another tradition was introduced that year – the Book of Wishes, where graduates of each graduating class write their wishes to current students.

NU alumni have their own webpage and accounts in social media. Life stories of alumni, information about their experience, achievements, volunteering activities, and testimonials are published on these pages.

Graduate accomplishments. Since 2015, NU Press Office has been tracking our graduate accomplishments in order to inform the public about the success stories and career development of our graduates through various communication channels such as NU and Forbes web pages.

Graduates are always welcome guests of University, students and School staff. They participate in student events, share their experience, invaluable knowledge with students, support them, advise and contribute to the education of tomorrow's leaders. They participated as speakers, presenters and volunteers in Open Days, NU Days in regions, Major fairs, student events and other NU programs.

Benefits for alumni. Regarding benefits provided by NU, alumni hold a Free Alumni ID card, use Lifelong University email, have access to the University Campus without invitation, NU events, the Library and free of charge use of E-resources for 1 year after graduation.

Opportunity for Alumni to give back. Unpredicted historic phenomena of 2019 was the initiation of two School of Engineering alumni who established BOOST scholarship to support talented undergraduate students in their final year of studies. It was the first effort of our graduates to financially support students to maximize their ability and complete their study successfully. The criteria for selection of winners was based not only on academic performance rather on leadership, entrepreneurship, communication and critical thinking skills, personal qualities and financial needs. For each award, the student has received 30,000 KZT per month for one academic year. The remarkable handsel was picked up by School of Sciences and Humanities' graduates, who in 2020 also established two scholarships to recognize the academic and personal achievements of SSH students in their last year of study. Two awarded students have been receiving 25,000 KZT per month for a half-academic year. Hopefully, these initiatives will be reinforced by other graduates, and the number of new scholarships will snowball in the future.

NU Alumni Association. Founded by the first graduates of the University in 2016, the NU Alumni Association was organized with the expressed purpose of providing alumni support to advance the University's mission. Since its foundation, the alumni community has conducted a series of events, meetings, intellectual games, team-buildings to make the alumni community.

“NU Alumni” Public Union. After two years of activities in October 2018, alumni made a decision and officially registered their organization as NU Alumni Public Union. Since then they serve as the independent organizational structure striving to establish a strong network of NU graduates on campus, around the country as well as abroad. They have developed their own Strategy based on the vision and mission of the independent organization.

The mission of NU Alumni Public Union is to unite alumni, strengthen corporate spirit, support their initiatives and promote intellectual, cultural, social and creative interaction of graduates and the university community.

NU Alumni Public Union will promote values through its activities and help the University to enhance its reputation as a leading educational, research, and scientific center within the framework of higher ethical principles for the improvement and development of Kazakhstani science and competitiveness globally.

To this date, NU Alumni Public Union hosted more than 30 events, including 11 Intellectual Games, NU Alumni Picnic, NU Alumni Football Cup, KVN: Alumni vs Students, Reunion 2019 After-party, Winning the Minds mentorship program, Business-lunches and etc. 2,341 alumni took part in them.

As it was mentioned above, NU Alumni Public Union launched a scholarship for 3-4 year undergraduate students of SSH from one of our Alumni. The criteria for the selection of winners were based on academic performance, financial need, and job experience of students. 41 undergraduate students applied for this scholarship and the commission decided to award 2 of them a scholarship.

NU Alumni Public Union launched a stipend for 3-4 year students.

As of June 2020, the total number of members is 620 (13 % of all graduates), 480 of them located in Kazakhstan, other 82 are abroad. The average age of members is 25.

School specific Alumni Associations. The non-profit organization Alumni of Nazarbayev University Graduate School of Business (hereafter - the GSB Alumni Association), which began its activities in 2018 and officially registered in 2019 as a resident of the International Financial Center of Astana on the initiative of active graduates of the Nazarbayev University Graduate School of Business, is a dynamically developing organization, whose activities extend to the territory of the Republic of Kazakhstan and abroad.

The GSB Alumni Association has a stable structure and management system, as well as a pool of caring experts in various fields - graduates and students of the NU GSB.

The mission of the NU GSB is to build a unique community of leaders, managers and entrepreneurs to find effective solutions to socio-economic problems, as well as assist the university in the strategic development of the intellectual, creative and business potential of graduates.

GSB Alumni Association is a multilateral platform, creating values for and together with members of the community, our partners and society, uniting students and graduates of the NU GSB, through the mobilization, development and positive transformation of their abilities, qualifications, knowledge and experience to implement the activities of GSB Alumni Association's in cooperation with our partners.

From 2017, the GSB Alumni Association held such big networking events as intellectual games, Nauryz talk, New Year party, business breakfast etc. In addition, it has been promoting the alumni and students as experts, business trainers and speakers for activities of NPOs partners, Atameken national chamber of entrepreneurs, Education for all, BCPD AIFC, NURIS, EBRD and others.

Four main areas of the GSB Alumni Association's activity:

1. Networking
2. Training
3. Research
4. Promotion

1. Networking - creating opportunities and facilitating communication between alumni, students, faculty and staff of the School, as well as with interested third parties: holidays, forums, business breakfasts, intellectual games, etc.

2. Education - conducting professional training and other educational activities involving experts from among the alumni and students of the School as trainers: trainings, master classes, seminars, online schools, etc.

3. Research - conducting research in the field of entrepreneurship, finance and economics, writing business cases.

4. Promotion - the creation and development of its own channel for delivering value propositions to GSB Alumni Association's through the organization of promotion and communication of NPOs, PR and GR, using social media and other media, and working with sponsors.

As of June 2020 the total number of NU GSB Alumni Association consists of 269 graduates of Classes 2015-2019. According to NU GSB Alumni Association's Charter, all graduates of the GSB, after having been awarded a degree, become members of the Association unconditionally.

Alumni Association of NUGSE

The Alumni Association of Nazarbayev University Graduate School of Education began its activities in December of 2019.

NUGSE Alumni Association was established in December of 2019 having its first president since then. It has two focuses of coordination for the work towards alumni professional engagement. It is

- Research board
- Professional development board

Each board has its own chair and members. Research board – strives to support graduates to practice, develop, unite for common projects and share its knowledge with the wider community. Professional development board – a team of graduates who are aimed at engaging and extending professional network and knowledge of GSE students and alumni.

The mission of the Association is to build a professional network of leaders in education to communicate and build strong communities, as well as assist the university in the strategic development of the intellectual, creative and business potential of graduates. As Association is its way to be formed, it is currently processing its development of by-laws and structure review.

Since all graduates of the GSE after having been awarded a degree, join the Association by default, as of June 2020, there are 317 GSE graduates of Classes of 2015-2019.

GSPP Alumni engagement

An Alumni network has become a powerful and an effective tool in the recruitment strategy for attracting talented and prominent students for the GSPP degree programs and Executive Education programs. GSPP alumni are engaged in both School and NU Open House Days, as well as Orientation weeks. They are GSPP and NU Ambassadors both at local and international levels. We have our Ambassadors in Armenia, Uzbekistan, Kyrgyzstan, Azerbaijan, Afghanistan and India. They promote the School and University and recruit bright promising students.

The Accreditation Commission of the European Association noted active and valuable involvement of alumni and their employers for Public Administration Accreditation (EAPAA). This positively affected the decision in awarding European accreditation to GSPP Masters programs by the EAPAA in 2019. GSPP expects more involvement of alumni in NASPAA accreditation which is planned for 2020-2021.

As good communication matters, GSPP regularly updates alumni on upcoming School plans and events. Annual Joint Valedictory Reception and Alumni Reunions is a platform for bringing together all the alumni,

updating on the School's mission and expectations, as well as strengthening the alumni professional network. This event also serves as a point of contact between fresh graduates and alumni, which might be helpful for further employment of interested ones. A range of SMM platforms help to unite alumni and current students and share information on job opportunities.

GSPP alumni are a bridge between NUGSPP and other Kazakhstani universities in approaching our Faculty to share experience in various areas of research and teaching expertise. Besides this, our alumni help to attract clients to our Executive Education programs. These programs are an important channel of external fund raising and promoting the School.

GSPP Alumni Chapter was established in 2017 to unite all alumni and provide a platform that supports members throughout the country. The Chapter is engaged in social and professional activities to strengthen the network among GSPP alumni, current students and School, as well as promote GSPP. The Alumni Chapter has its bylaws and Alumni Chapter Committee. Currently, GSPP Alumni Association Public Union is in the process of registration.

All graduates of the GSPP after graduation from NU become members of the Alumni Association by default. As of June 2020 there are 157 members-graduates of Classes of 2015-2019.



APP.C. - STATEMENT OF INTEGRITY AND CODE OF ETHICS OF ALUMNI

These are the basics of the behavioral and ethical principles that are expected from all the Alumni of the Nazarbayev University. These principles shall guide Alumni and its Associations in their everyday actions and decisions they make:

- To behave honestly and with integrity,
- To treat everyone with the respect,
- To keep quality and excellence in your actions,
- To contribute positively as Nazarbayev University ambassador,
- To be the Alumni who force the strong sense of belonging and attachment to the alma mater,
- To be responsible for your actions.

APP.D. - LIST OF TRANSFORMATION ALUMNI WORKING GROUP – STRATEGY DEVELOPMENT COMMITTEE

#	Position in the Committee	Name, surname	Position
1	Chair	Kadisha Dairova	Vice President for Student Affairs and International Cooperation
2	Co-chair	Loretta O'Donnell	Vice Provost for Academic Affairs
3	Member of the Committee	Gaini Yessembekova	CAC, Senior Manager, Secretary of the Committee
4	Member of the Committee	Madina Telmanova	Director, Strategic Planning and Experience Sharing Department
5	Member of the Committee	Arman Konkobay	NU Alumnus (Class of 2016), Executive director of Public Union "NU Alumni"
6	Member of the Committee	Nurassyl Jarbassov	NU Alumnus (Class of 2017), Chairman of NU GSB Alumni Association
7	Member of the Committee	Luis Rojas-Solórzano	SEDS, Associate professor & Director of Graduate Studies
8	Member of the Committee	Saltanat Beisembina	Office of the Registrar, Associate Registrar
9	Member of the Committee	Kasymkhan Nurmukhamedov	SSH, Senior Manager
10	Member of the Committee	Laura Paluanova	Office of Enrollment Management, Senior Manager
11	Member of the Committee	Aiman Khamitova	Office of the Provost-Institutional Effectiveness, Innovative Learning Officer
12	Member of the Committee	Ainur Abikenova	Department of Marketing and Media Outreach, manager
13	Member of the Committee	Aigerim Alibek	Graduate School of Business, Manager

APP.E. - LIST OF STAFF AND FACULTY RESPONSIBLE FOR ALUMNI ENGAGEMENT WHO WERE INVOLVED IN THE DEVELOPMENT OF THE STRATEGY

School	Administration staff name	Position	Faculty name	Position
GSE	Aidana Sirgebayeva	Senior Manager for academic and student affairs	Lynne Parmenter	professor
GSPP	Azhar Umbetova	Manager	Aziz Burkhanov	associate professor
GSB	Aigerim Alibek	Manager	Jenifer Lewis	associate professor
			Atanu Rakshit	assistant professor
			Marek Jochec	associate professor
SEDS	Aida Sultanali	Senior manager	Yelyzaveta Arkhangelsky	associate professor
	Lunara Sakiyeva	Marketing manager		
SSH	Meruyert Turarkyzy	Marketing manager	Alexei Trochev	associate professor
	Maya Davletova	Senior manager		
SOM	Almagul Ayapbekova	Manager	Massimo Pignatelli	Vice President for Medicine - Dean of the School of Medicine
SMG	Daniya Tanakulova	marketing manager	Nasser Madaniesfahani	assistant professor

APP.F. - ACTION PLAN

Action Plan on Alumni Engagement Strategy 2020-2025 – to be developed upon the approval of the Strategy by the Steering Committee led by the NU President Shigeo Katsu

APP.G.- LIST OF REFERENCES

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