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WP3: Establishment/Enhancement of the Careers, Employability and Enterprise Services (CEES)

D 3.1 Report on graduate's employability support through careers, employability and enterprise services at L.N. Gumilyov Eurasian National University in Kazakhstan

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1. General information on L.N. Gumilyov Eurasian National University

L.N. Gumilyov Eurasian National University (ENU), as an acknowledged academic, research, social and cultural centre, was founded in 1996 by the Decree of the President of the Republic of Kazakhstan. Nowadays the university has the position of the leading university in Kazakhstan. It entered the top 400 leading universities of the world. ENU offers undergraduate and postgraduate programs (106 bachelor's degree programs, 105 master's degree programs and 51 PhD programs) in Engineering, Natural Sciences, Arts & Humanities, Social Sciences and Physical Sciences.

ENU is a Non-profit joint-stock company governed by the Management Board. Members of the Management Board are Chairman of the Management Board-Rector, 5 Vice-Rectors (Vice- Rector for Academic Affairs, Vice- Rector for Science, Commercialization and Internationalization, Vice- Rector for Strategic Development, Vice-Rector for Finance and Infrastructure, Vice- Rector for Social and Cultural Development) and other offices. There are 13 faculties with 1 Dean and 3 Vice-Deans. The faculty staff of ENU includes more than 1801 teachers, 63.4% of them have scientific degree. The total number of students is more than 19,000 (15550 students, 2582 Master students, 1156 PhD students). The university has 28 scientific centers, which conduct scientific research in natural-technical and socio-humanitarian areas. The main direction of research activity is participation in solving issues of fundamental science, as well as priority areas of socio-economic development of the Republic of Kazakhstan.

ENU is located in the city of Nur-Sultan, the capital of the Republic of Kazakhstan. It is located in the northern region of the country. The population of the agglomeration is 1 million 200 thousand people. The structure of employment in the region is mainly represented by the sectors of industrial production, transport, communication, trade and construction. Industrial production is concentrated mainly in the production of building materials, food/beverages and mechanical engineering. Such facilities as the Tselinograd transport Repair Plant, the Tsesna-Astyk concern, the Tulpar-Talgo LLP - passenger transport assembly plant, the Eurocopter Kazakhstan Engineering LLP - helicopter assembly plant are among the largest enterprises of the city. According to statistics, 72,698 enterprises are registered in the city in 2019, including 305 large, 468 medium-sized and 71,925 small. The unemployment rate of the region was up to 4.6% in the first three quarters of 2021.

2. Information on audit

The audit was conducted by the questionnaire method among the top management and administrative staff of the university, academic staff of faculties, institutes and centers from April 20 to May 11, 2021. In total **173 people** participated in the survey, including 6 top managers; 4 deans of faculties; 95 Professors/ Teachers; 69 workers of Administrative staff. The activities of all involved respondents were related to CEES, namely management and provision of graduate employment services, consulting, organizing training and master classes, cooperation with employers, organization of internships and communication with graduates.

Due to the restrictions related to the epidemiological situation of COVID-19 the audit was online. Corporate emails, AIS "Platonus" and social networks such as WhatsApp and Telegram were used to distribute the questionnaires. During the survey respondents' feedback was received to clarify some points. Thus, it is recommended to discuss the translated versions of survey questions with other project partners prior to its distribution and to make the questionnaires more concise as it affects the focus of respondents and the quality of responses.

3. Analysis of graduate's employability support through careers, employability and enterprise services and HEI-business cooperation.

3.1 Framework of Careers, Employability and Enterprise Services in Republic of Kazakhstan on country level

Atameken National Chamber (hereinafter - Atameken) – is a public institution in Kazakhstan that works in the field of Careers, Employability and Enterprise Services at the national level. Its activities are aimed at improving the business, investment climate, stability, and development of business conditions in the country. One of the main activities of Atameken is training, retraining, advanced training, certification of personnel, development of technical and vocational education in the country. In cooperation with the Ministry of Education and Science of the Republic of Kazakhstan it has been conducting an independent assessment of education programs of Kazakhstani universities since 2018, where the main criteria are the percentage of employed graduates and their average salary, the duration of job search after graduation, as well as an assessment of the relevance of education programs.

Electronic Employment Exchange in Kazakhstan (www.enbek.kz) is another source that functions in the national employability sector. It is a single digital platform for employment, providing opportunities for job search and assistance in recruitment. Information about vacancies and job seekers throughout Kazakhstan is updated daily from various sources: employers and job seekers independently; from the state database of vacancies and job seekers (integration with the State

database generated by employment centers); private employment agencies; mass media; online employment sites. The developers and administrators of this platform are the Ministry of Labor and Social Protection of the Population of the Republic of Kazakhstan and JSC "Center for Human Resources Development".

3.2 Current Careers, Employability and Enterprise Services in HEIs in the country on HEI level

Services and activities relating to enhancing student and graduate employability

Organizational structure, number of staff, scope and main activities of the career and liaison office of the ENU

ENU has a Career and Business Partnership Office (hereinafter - Office), which is engaged in assisting in the employment of students and graduates, supporting communication with graduates. The Office is a structural subdivision of the Department of Academic Affairs. The Office consists of 7 people, the head of the office, the head of the internship placements, 4 chief specialists and 1 senior specialist. The main activities of the Office are conducting joint activities with employers on the issues of employment of graduates, organizing job fairs, career Days, conferences, forums, workshops, seminars, trainings and round tables to enhance students' employability. Besides, the Office conducts informational and consulting work on employment and career planning of graduates.

In addition, Alumni Office that was created as a result of the Erasmus+ project is successfully operated at the university. The purpose of this Office is monitoring of employment and career expectations of graduates. Main task is the organization of the Call-centre "Telsurvey" and tracking of the career trajectory, on-line consulting and questioning of University graduates on the issues of employment.

ENU strategy on matters of employment and career of students and graduates

ENU has approved the Development Strategy until 2025. According to this strategy, ENU shall prepare graduates for qualification confirmation, ensure their employment, promote professional careers, and enhance the role of the Alumni Association. The target indicator, called "The share of graduates employed in the first year after graduation from a higher educational institution under a state educational order", has been determined for the period of the 2021-2025. A report on the implementation of this indicator will be submitted annually. Changes and adjustments can be made to the indicator on the basis of the results of the report.

Support offered to students and graduates on their professional development

To assist in employment and subsequent interaction with graduates, ENU interacts with Atameken - a non-profit organization representing the interests of small, medium and large businesses,

covering all areas of entrepreneurship, including domestic and foreign trade. Moreover, university conduct various events with the participation of potential employers: Job fairs, specialized seminars on resume writing and interviewing. The Alumni Office communicates with graduates to clarify their employment status and existing problems.

Currently, there is no scheme for providing consulting services for individual career planning of students developed at the university. This task is only carried out directly by faculty staff that works on the students' internships.

The Career and Business Partnership Office posts vacancies from employers and the employment centers on the university's website, on the social networks such as Telegram, Instagram, (@enu_alumni_office, @sovetstarost_enu), in the internal chats of responsible persons for internships and graduates' employment. Ads are sent to the personal page of students at AIS "Platonus".

ENU is developing a digital platform for interaction between students and employers to facilitate the employment of graduates.

To master credits of education programs and subsequent employment of students the University organizes practical training (education, research, production, pre-graduate).

Support offered to students and graduates on their educational development

The program advisors and group curators, systematically work with senior students on the available postgraduate education programs. The Department of Postgraduate Education annually holds a meeting with undergraduates and PhD students on further education and clarifies the requirements for admission to master's and PhD studies.

In addition, there is an annual competition for the award of the Presidential State Scholarship, Student scholarships of the Foundation of the First President of the Republic of Kazakhstan – Elbasy, and other nominal scholarships among students of the senior bachelor's and master's courses. Relevant announcements are posted on the university's website.

The International Cooperation Department constantly provides information to students and graduates about exchange programs, study abroad programs and postgraduate education programs at national or international universities. Ads are constantly published on the University's portal and on the AIS "Platonus". During the educational process the students are always informed about master and PhD programs by tutors, head of departments and faculty staff.

All information about available scholarships at the national and international level can be found on the website of the University. Students also receive mails on their own account at AIS Platonus. At

each course there are tutors that also inform students about academic mobility programs and scholarships.

University offers support to students and graduates in their academic development by providing individual consultations and organizing trainings, seminars, and master classes. Informs about the availability of new vacancies, part-time works. ENU also provides services to companies for holding career events, seminars, conferences and round tables. University encourages participation of students in various types of Olympiads, competitions.

Measures of tracking academic and professional progress of students and graduates

ENU maintains and develops links with graduates to track their careers. Communication with graduates is carried out through telephone conversations and e-mail correspondence; correspondence with employers who have hired University graduates.

Monitoring is conducted on the third and fifth year. One of the most important activities is the analysis on the fifth year after employment due to the career cycle. The results obtained will be used to improve educational programs and the provision of employment support by the career center.

Additional information of services currently offered by the ENU on Careers, Employability and Enterprise cooperation

The Career and Business Partnership Office has developed the procedure "Employment of Graduates", which describes the university's work procedure for organizing and conducting events for the purpose of employment of its graduates in accordance with their qualifications. The frequency of revision of the procedure is once per year. Based on the results of the work carried out, the analysis of the problems of graduates in their employment is conducted. Information on the results of the work is included in the report and discussed at the meetings at the university.

The following suggestions were received on the further services offered by the HEI on Careers, Employability and Enterprise cooperation: to work more closely with companies, to improve communication with the regional employment agencies, to provide more information to graduates on the available vacancies(positions/jobs) at enterprises, to work throughout the year to allow students to find the protentional workplaces prior the graduation.

Services and activities relating to development of employability skills

Activities on employability skills development of students and graduates as part of the curriculum

All study programs within each Educational Program are aimed at the formation of professional competence of students.

Students are offered a choice of a module for acquiring additional competencies that are aimed at improving employment opportunities.

ENU attracts practitioners for teaching and guest lectures. For example, according to the regulations for each specialty, at least 6 credits must be taught by a practitioner. Some courses of a number of specialties are conducted at enterprises and branches of the departments. In addition, the educational programs provide for mandatory professional internship in all courses of study.

Career and Business Partnership Office and Alumni Office conduct seminars, master classes, trainings on topical issues for students with the participation of employers, representatives of international recruiting companies.

Activities on employability skills development of students and graduates as part of organized social activities

ENU organizes Career Days, Career Weeks aimed at promoting students' and graduates' employment, as well as expanding mutually beneficial cooperation with employer partners. The purpose of these events is to create a platform for meeting employers and young professionals - students and graduates.

Government agencies, leading local and international companies attend these events. University also offers interesting interactive participation in the format of Job Fair, Company presentation, Master classes, Round tables (trainings, seminars, workshops and other training events).

ENU distributes informational letters to employers with a link to registration by regular mails (letter addressed to the heads of enterprises, organizations), electronic mails (letters to the heads of recruitment services, HR department). Next, the Office calls potential participants of the event to find out if they have received informational letters, assess their readiness to present their vacancies at the "Career Day", additionally motivate them to participate (for regular partners) and tell them how the event will take place (for those who have never participated). Then the program of the event is compiled, which includes presentations by employers, master classes, trainings, and round tables.

Some additional opportunities are provided in the "Career" section in the "Employers" menu on the university's website. Particularly the program of the event and the procedure for registration of participants are described, an application form for participation is posted and available for download, as well as an option of "online registration".

Additionally, a virtual Office for employment and internship has been operated through the website, where students can ask questions and get advice on employability matters. At the same time, live online broadcasts with students, graduates and employers are held regularly.

New online platform for meetings and communication with the potential employers is also under the development. An employer gets authorized on the university platform, posts information about vacant positions. Once it is approved by the moderator (appointed specialist from the university) information about the vacancy is posted on the platform and will be available by registered users (ENU students and graduates).

Currently, the university does not publish reports on the labor market analysis and admission of graduates.

Support offered to students and graduates on national or international mobility

ENU provides the current students with the opportunity to spend a semester or an academic year at the partner universities as part of the exchange programs. The academic mobility office as part of the international cooperation department operates the administrative support for the program implementation while the faculty advisors appointed at each department helps the students to deal with the academic matters, learning agreement and credits recognition. To financially support the students' exchanges, the university receives the annual quotas from the Ministry of education and science of Kazakhstan (around 50 annually) and recently introduced the brand-new program ENU ambassadors to partly finance the outgoing exchange students' mobilities. Apart from these programs, ENU actively participates in the international mobility programs, such as Erasmus + ICM, Mevlana, Orhun and other national programs of foreign countries (Poland, Latvia, Slovenia, etc.). One of the main advantages are the tuition fee waiver for exchange students at the partner universities according to the mutual agreements.

The additional information on internships, summer and winter schools is also regularly posted on the platforms, such as AIS "Platonus", the university's website and official Instagram page.

Services and activities relating to development of innovation and entrepreneurial skills

Organizational structure, number of staff, scope and main activities of innovation and entrepreneurship office

ENU has Technology Commercialization Office, Youth Business Incubator and CACTLE Entrepreneurship Center, which consist of 16 people in total. The main aims of these Offices are development of commercial potential and promotion of scientists in the commercialization of the results of scientific and scientific-technical activities of teachers, staff and students, including the

results of intellectual creative activity and promotion of new or improved products, processes, services and scientific developments created within the university and aimed at making a profit. The CACTLE Entrepreneurship Center was opened in 2018, the main focus of the Center is development of entrepreneurial thinking, culture and skills of students, teachers and entrepreneurs, providing advice and support to students at the stage of generating business ideas and preparing business projects for startups, interacting with state public associations and organizations to involve students and entrepreneurs with the business sphere through training.

Services offered to students and graduates to develop their entrepreneurial skills

Seminars and trainings aimed at developing innovative entrepreneurial thinking of students are held regularly at the university based on a business incubator, an entrepreneurship center and an entrepreneurship school. Successful businessmen, heads of large enterprises, young entrepreneurs implementing their startup projects, business coaches and representatives of public organizations supporting the development of entrepreneurship are invited to conduct the seminar. These events are organized for students of all faculties of the university.

The materials needed are delivered to students and graduates during their studies. There is a library constantly available that has 46,542 library collections (books and electronic materials) online and offline access, materials in the form of books, brochures and magazines are available on the basis of departments, in addition there is a training platform PLATONUS.ENU, MOODLE.ENU and MOOC.ENU where the materials necessary for training and additional education are placed.

Activities to support innovation and entrepreneurship of students and graduates

ENU annually organizes a competition of innovative business ideas in which students, Master students and PhD students take part. The contestants go through several stages of selection. The commission includes the head of the business incubator, members of the entrepreneurship centre, representatives of the Faculty of Economics and businessmen.

The winner of the competition receives a monetary reward for starting a business and is given a place on the territory of the business incubator for 1.5-2 years.

ENU provides comprehensive support for startups. Students that have desire and a business idea turn to a business incubator for help. On the terms of a gratuitous lease, startup teams receive a platform where they can start and develop their business for 1.5-2 years. The business incubator together with the entrepreneurship center provides access to all resources necessary for doing business (premises, equipment, furniture) as well as training on the basis of the entrepreneurship center (free courses, seminars, trainings), meetings with mentors and business forums. Business planning, financial management, project management, taxes and taxation and legal advice are available for all startup teams.

Services and activities relating to establishing cooperation relationships with businesses

Liaison activities of the ENU with employability organizations

ENU maintains contacts with organizations both at the local and national level. The database of employers includes 1440 organizations. Communication is maintained with Employment Centers, NCE "Atameken", employment centers of universities, the administration of the region; regional bodies for youth affairs; The Board of Trustees of the university; regional centers of labor and employment; centers for promoting the employment of graduates of universities in the region; non-state recruitment agencies. Unemployed graduates of HEI are sent to employment centers.

Networking activities with businesses

A number of events are held in the form of forums, conferences and meetings with such communities as NCE Atameken, the Damu Foundation, Innovation Hubs and Enactus. These organizations constantly invite ENU as a University for joint cooperation.

Each department at the faculties has its own bases of internships at enterprises. Students can partially attend classes at these enterprises or companies. Besides, there are 61 branches of departments, the aim of which is practice-oriented training of students. University, in cooperation with employers conducts practical classes, seminars, conferences, as well as round tables on the organization and passage of practical training and employment in its branches.

To assist in finding place of internship and jobs for students and graduates the work is constantly carried on expanding the network of partners. Information about the availability of vacancies of organizations is posted on the university's website, in social networks and in the AIS "Platonus". The University requests for vacancies to companies and state bodies.

Mentoring program offered by the ENU

There is no special mentoring program at the university. But there are various schools and circles at the faculties, where leading businessmen are invited as lecturers, and at the same time they also act as mentors. They transfer their knowledge and experience, as well as invite students to their enterprises; help to develop a plan and improve students' business ideas.

Trainings are conducted through startups where students are trained and advised with business projects. In addition, leading businessmen, representatives of public institutions who support active students are invited as mentors.

Services offered to employers

ENU offers different kinds of services for companies by organizing trainings and conducting reviews or researches. Moreover, companies place their vacancies on university website and on information

stands. University assists them in organizing and conducting the company's seminar on the campus of the university. University also involves employers in the educational process, in the development of educational programs, for drawing up technical tasks that determine the structure and content of education programs.

Additional information on cooperation procedures with companies

ENU participates in the project "Social Student Loan", aimed at attracting students to social and community work. As part of the project, students can receive cash payments and academic credits based on the results of community service. For example, students receive a cash payment of 20 thousand tenge (41€) for 20 hours of work and up to 50 thousand tenge (102 €) for 50 hours of work. One student can only work 70 hours per one fiscal year.

Volunteering is carried out in orphanages, special schools, medical and social institutions, youth service centers, nursing homes, polyclinics, kindergartens, schools and other organizations.

The Academic Mobility procedure is well organized due to the Bologna credit system and the official regulation on the exchange programs approved at the University. The academic mobility office coordinates the calls for applications, communicate with the partner universities, make arrangements, sign agreements and organize the procedure of the selection, nomination and the official registration of the exchange programs. There are more than 100 partner-universities offered for the exchange opportunities as part of the bilateral agreements. At the same time, the large number of the students participate in the exchange programs on self-funded terms.

3.3 SWOT analyses of graduate's employability support through careers, employability and enterprise services at ENU.

STRENGTHS	WEAKNESSES
- University has developed educational, scientific and innovative infrastructure, which are represented by a network of centers for employment support, as well as for the development of entrepreneurial skills; - University interacts and actively cooperates with representatives of business structures for the development of employment of students and graduates;	- University does not provide consulting services for individual career planning of a student; - The level of tracking the academic and / or professional progress of university graduates remains very low; - University does not have a strategy on employment and career issues for students and graduates; - University has not developed a mentoring program;

- University offers services and activities for the development of students' entrepreneurial skills; - University provides support in the development and implementation of entrepreneurial and innovative ideas and projects of students. - Various information technologies and services are developed and implemented at the university to establish communication between students/graduates and business representatives	
OPPORTUNITIES	**THREATS**
- Favorable competitive environment in the labor market; - Business structures will be interested in cooperation with university; - Integration into the international academic community and implementing international experiences in CEES.	- The poor economic situation in the country will lead to an increase unemployment rate of graduates; - Non-compliance of the competence of teachers, university staff with modern market requirements; - The online portal and online database developed by the university will not be used effectively; - Business structures will not be interested in cooperation with university.

3.4 SWOT analyses of ENU cooperation with institutions outside HEIs.

STRENGTHS	**WEAKNESSES**
- University has well established system of dissemination of information about the availability of vacancies in organizations. - University maintain communication with leading companies, state bodies and associations in Kazakhstan; - University also involves employers in the education process as lecturers and also in the development of education programs.	- The level of participation of the university in network events with business structures is low. - Poor communication with the companies and regional agencies on employment for graduates; - University does not provide services to employers;

	- There is a bureaucracy in concluding contracts with organizations.
OPPORTUNITIES	**THREADS**
- Recognition of the university by the public as a training center; - The opportunity to improve exchange experience and cooperate with companies from other regions of the country; - Introduction of state programs aimed at expanding and creating cooperation between universities and enterprises; - Providing more opportunities for teachers and students to participate in joint research with enterprises.	- Low level of interest of enterprises in participating in scientific projects of the university; - Departments at faculties due to the workload will not be able to pay attention on improving cooperation with companies; - universities cannot adapt or create training programs for the needs of the enterprise.

3.5 The suggestions for improvement of graduate's employability support through careers, employability and enterprise services at ENU

- to develop and disseminate a career, employment and entrepreneurship strategy
- to improve the provision of services to students/graduates in career planning, for example on preparing a CV.
- to improve the tracking the academic and / or professional progress of university graduates;
- to improve communication with the regional agencies on employment for graduates from different regions of the country;
- to centralize the process of providing services to students, and not assign all these functions to teachers from departments.

3.6 The suggestions for improvement of HEI cooperation with institutions outside ENU

- to simplify the procedures for approving contracts, memorandums of understanding with organizations;
- to offer mutually beneficial conditions for external enterprises and institutions, for example, the provision of services;
- to involve employers and practitioners in the educational process, in the development of training programs and conducting classes;
- to develop joint projects with business structures (creation of branches, training centres of the departments)

- to develop new mechanisms of motivation and involvement of business structures to strengthen innovative and business activity of students

4. Analyses of Internship

4.1 Institutional framework of internships on country level

All internships at HEI are carried out in accordance with regulatory requirements and under the supervision of the Ministry of Education and Science of the Republic of Kazakhstan. They are The Standard rules of activity of organizations of higher and postgraduate education, The state mandatory standard of higher education, The state mandatory standard of postgraduate education and Rules for the organization of the educational process on credit technology of training.

4.2 Current internship on HEI level

Management and administration of internships

Measures and requirements for student internships

ENU has approved an internal regulatory document - the "Professional Internship" procedure, which was developed for managing students' internships at ENU.

The periods of the internship are set by the University in accordance with the curriculum and academic calendar, taking into account the partner organizations for internships and the level of theoretical preparedness of students. The number of credits corresponding to each type of internship is determined by the educational program. The average number of ECTS earned varies from 3 to 5 credits and depends on types of internships according to the educational program.

Management of internships

For each type of internship, students are assigned managers from the educational institution and from the enterprise (institution, organization) – the internship base. If necessary, consultants are appointed.

Deans of faculties, heads of departments at the faculty, as well as the internship managers at the department, the head of internship appointed at the partner organization are responsible for the management and quality control of internships.

The Career and Business Partnership Office coordinates the process of organizing students' internships. General coordination of Postgraduate and PhD students' internships at research institutions and universities is carried out by the Department of Postgraduate Education. The whole

process of finding internship places for students is mainly carried out by internship managers at each study department. Departments at faculty level provide an application for an internship to the Career Office/Department of Postgraduate Education, and latter finalize the official registration of the internships.

Administration procedures

The organization of all types of internships is carried out on the basis of cooperation agreements and trilateral agreements for internship, which are concluded no later than one month before the start of the internship and signed by a member of the Board-Vice-Rector for Academic Affairs.

Based on the agreements, departments at faculty uploads the presentation (3 weeks before the start of the internship) to the AIS "Platonus". The official appointment of students for all types of internship is done by issue of an order formed in the AIS "Platonus".

Each department at the faculties conducts negotiations with the heads of organizations on the conclusion of memorandum of understanding\ contracts. In case of the limited number of the students accepted to the internships by the organization, the selection is carried out on the base of GPA. Actually students can find a place of internship by themselves.

The department organizes the necessary preparation 2 months prior to the internship itself. Departments holds an introductory conference to acquaint students with the normative documents on internship (program, methodological recommendations on internships), the tasks and goals of internships, safety rules in places of internships (with the mandatory signature of students in the journal of introductory instruction on safety at the department), the requirements for interns, the procedure for registration and submission of reporting documentation on internships. The installation conference is formalized by the protocol.

The purpose of the internship is agreed in advance with students, a plan and a program are drawn up. Internship managers give recommendations and consultations on the process of submission prior to the start of the internship.

Additional information on management and administration of internships

According to the state mandatory standard, the total number of credits that a student is required to acquire during the entire period of study is 172 ECTS credits at the bachelor's degree. ENU has determined the total volume of all types of professional internships that should be at least 20 ECTS credits.

The work intensity of 1 credit of internship is 30 academic hours and the duration of internship for 1 credit in weeks is 1 week for all types of internship.

At the beginning of the academic year, the Career and Business Partnership Office forms a schedule for internships, which is approved by a member of the Board-the Vice-Rector for Academic Affairs.

Support given to students

Training activities to support internships

Career and Business Partnership Office and departments of faculties conduct various trainings, meetings on the internships issues on a regular basis.

Support given to students on finding internship positions

Career and Business Partnership Office and all departments at faculty level provide support to find internship places for students. The university has a database of organizations to send students for internships. In addition, departments conduct negotiations with the heads of organizations, enterprises on the conclusion of memorandum of understanding\ agreements on cooperation, on creation of branches, training centers of the departments.

Development of entrepreneurial skills through internships

University supports the development of entrepreneurial competencies and skills of students during the internships. Internship managers keep in touch with students throughout the internship period to give directions and advice to improve their entrepreneurial skills.

Monitoring and evaluation of internships

Management procedures during internships

During the internship, managers appointed by order must monitor the progress of the students' internship. The process is carried out by the heads of departments. General monitoring is carried out by the Career and Business Partnership Office. At the internship organisations students have the assigned mentor during the period of the internship.

Procedures for evaluation of internships

The internship is evaluated by the heads of the internship from the organization and the department. After completing the internship, the student completes a diary and writes a report on the internship. The diary and the report are evaluated by the heads of the internship, the report is defended before the commission, which consists of the teachers of the department. The evaluation results are issued after the protection of the internship report. The assessment is made by both the

head of the internship at the enterprise and the teacher from the department who accepts the report. The average score is calculated.

The final assessment is entered into the electronic statement and handed over to the registrar's Office within a day after the defense of the report. The defence of internship reports must be completed before June 30 of each academic year.

The Quality Assessment Office conducts the survey to receive the feedback from the companies, teachers and students / interns through sending an application on AIS "Platonus". This process still needs the improvement.

4.3 SWOT analyses of internship

STRENGTHS	**WEAKNESSES**
- ENU has centralized Office on managing the Students' internship programs; - ENU has signed contracts with leading companies of Kazakhstan on the internships placement of the students of various fields. - A guideline is developed, where all the rules and regulations for internships are defined.	- The level of bureaucracy at the university is quite high and negatively affects to implement the cooperation with companies; - Most of the internship companies are found by students themselves; - Communication between the central office and departments is poor. - Survey among companies shows the low level of feedback
OPPORTUNITIES	**THREADS**
- Development of cooperation with enterprises that are ready to provide internship places for students - Recognition among the enterprises of the university platforms created for the cooperation of the university in the employment and organization of internships of students - High level of qualification of teachers and staff of the university, who are responsible for the organization of production internships.	- University faces problems in establishing contacts with enterprises - University does not have sufficient information about the needs of enterprises; - Students will not take the advantage of all opportunities that university provides for internship programs; - Companies will not be interested in cooperation in providing places for their internships.

4.4 The suggestions for improvement of internship at ENU

- to conduct trainings for teachers responsible for organization of the internships at departments (explain the requirements, policies and measures for organizing students' internships at university);
- to provide support in search of the internship placements by the faculty and administrative units, for example including Alumni Association;
- to provide digitalization of the activities in the process of registration of the internship programs at the university level;
- to conduct the survey for companies, teachers and students/interns to analyze and solve organizational and structural problems.
- to expand the database of professional internship placements based on mutually beneficial cooperation with organizations;

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