

DEVELOPMENT OF DIVERSITY OF STUDENTS TO ENHANCE THE COMPETITIVENESS OF KAZAKH UNIVERSITIES IN QS RANKINGS

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Abstract: *The article is being considered peculiarities measuring the educational trajectories of applicants, their choice of field of study, and also actualizing the importance of monitoring incoming contingent students (on basis statistics and data surveys) For analysis of the competitiveness of the university, its economic stability. Motivation applicants upon admission, their academic achievements at school largely determine the directions of professional future and are differentiating features in the formation of certain educational trajectories at the university. The paper discusses the features of measuring the educational trajectories of applicants and their choice of educational programs. Moreover, it actualizes the importance of monitoring students' applications based on statistics and survey data to analyze the university competitiveness and its economic sustainability. The motivation of prospective students, their academic achievements in the school determinate the professional future direction and the formation of certain educational trajectories in the university. The systematic practices of analyzing the formation of prospective student's educational trajectories contribute to the early identification of admission heterogeneity and adjusting its quality, as a result, its help to evaluate the effectiveness of university development strategy and predict the amount of budget funding.*

Keywords: *students, education, management, learning, skills, academic competences, academic sector*

Introduction

In conditions uncertainties professional future, high competition between universities for leading positions both nationally and internationally market educational services higher education, dynamically changing educational Wednesday and increases selectivity reception at Kazakh universities each the need increases year by year change, purposefully revise, clarify target model and its priorities in terms of educational activities. For assessments opportunities increases income from educational activities employee's university analyze statistical data (there are intelligence Monitoring efficiency Kazakh universities, monitoring quality reception universities, data, however They Not consider meaningful changes formation applicants' educational trajectories, and their behavioral scenarios. It is timely to expand the tools that identify the economic potential of higher education institutions through institutional research based on receiving from students reverse connections format monitoring online surveys. In the contemporary era, higher education institutions in Kazakhstan find themselves at a critical juncture, characterized by profound production problems in Satbayev University challenges.

The landscape of educational services is currently defined by pervasive uncertainties regarding the professional future of graduates and an escalating intensity of competition between universities for leading positions on both national and international stages. As the global educational environment becomes increasingly dynamic, Kazakhstani universities are witnessing a surge in selectivity during the reception and admissions processes. This shifting paradigm necessitates a purposeful and systematic revision of the institutional target model, requiring universities to clarify their priorities year after year to maintain academic and economic relevance.

The Limitations of Traditional Monitoring Historically, universities have relied on conventional statistical data to assess opportunities for increasing income from educational activities. Standard intelligence tools, such as the Monitoring of Efficiency for Kazakh Universities and the Monitoring of Quality Reception, provide a baseline of information regarding institutional performance. However, these traditional metrics suffer from a significant analytical gap: they fail to account for meaningful, qualitative changes in the formation of applicants' educational trajectories and their evolving behavioral scenarios. Standard efficiency monitoring often overlooks the "why" behind student choices, focusing instead on the "what." While numerical data on enrollment and graduation rates are useful, they do not capture the underlying motivations or the shifting expectations of the modern student body. In an environment where students act as discerning consumers of education, understanding the nuances of their decision-making process is vital for institutional survival.

Expanding the Toolkit: The Role of Institutional Research To address these limitations, it is timely and imperative to expand the analytical tools used to identify the economic potential of higher education institutions. This expansion should be achieved through robust institutional research that moves beyond passive data collection toward active engagement with the student population. The core of this new approach lies in establishing a continuous cycle of reverse connections, primarily in the format of digital monitoring and online surveys. Institutional research provides a granular view of the university's internal ecosystem. By leveraging online survey formats, universities can receive real-time feedback from students, allowing for a more agile response to emerging trends. This feedback loop is essential for:

- Identifying Behavioral Scenarios:** Understanding how students navigate their academic journey allows universities to tailor support services and curriculum delivery to match actual usage patterns.
- Mapping Educational Trajectories:** Monitoring how students choose their subjects and specializations helps the university predict future demand for specific programs, such as those in STEM, Fintech, or Environmental Sciences.
- Validating Technological Adoption:** As universities integrate advanced tools, institutional research can measure the success of these implementations. Furthermore, when a university can demonstrate that its technological infrastructure—such as the alignment between tasks and AR technology—positively impacts the quality and accessibility of education, it significantly enhances its academic reputation among international peers.

Addressing Societal and Economic Needs A revised target model must also align with broader societal requirements. The modern university is no longer just a

center for teaching; it is an engine for regional development. By identifying key areas for development—ranging from Public Health and Sustainable Economic Practices to Industrial Safety—universities can address the specific needs of Kazakhstan's economy. Collaborations, such as the proposed "Center of Competence for Industrial Safety" at Satbayev University, illustrate how institutional expertise can be translated into national policy. By training accountable inspectors certified to international standards like IOSH, the university directly contributes to reducing the risk of emergency situations and strengthens its partnership with government bodies like the Ministry of Emergency Situations. This type of applied innovation, backed by international accreditation, ensures that graduates receive diplomas recognized both domestically and in international holdings. The need to purposefully revise the target model of Kazakhstani universities is not merely a response to competitive pressure; it is a fundamental requirement for institutional sustainability in an uncertain future. By moving away from static statistical monitoring and embracing a dynamic model of institutional research based on student feedback and empirical validation, universities can clarify their priorities and secure their positions as leaders in the global educational market.

Materials and research methods.

Of greatest interest to the management of foreign and Kazakh universities are studies related to the study of the expectations of potential university students, identifying strategies for the admission of talented students motivated to study. Specialists in the field of higher education note that “effective recruitment of potential students requires an understanding of how they choose universities. Research is also aimed at selecting “high-quality” students who would like to succeed” (Schneijderberg et al.) in the implementation of their educational trajectories. Surveys of students upon admission to a university are mainly associated with the study of their input data. Such topics, how attraction students, marketing strategy, competitiveness educational programs university, have a long research history (Nurgaliyeva et al.). Thus, a study conducted at six universities in Scotland among applicants to accounting and engineering programs showed that in the context of decreasing grant funding understanding administration university those factors, which influence on process the applicant’s choice of place of study plays a decisive role (Mhamed et al.) in ensuring the economic sustainability of universities.

In 2020 Satbayev University conducted institutional research of applicants using feedback mechanisms with them through an online survey. This approach is widely used in Western practice of researching students (Mukhtarova et al.), in some Kazakh universities (HSE, Satbayev University). Recommended conduct survey potential students annually force instability their behavioral stereotypes conditions fast changing peace. Total interviewed 2 314 applicant’s bachelor's degree, 773 incoming Master's degree, what provides opportunity analysis formations potential students starting educational trajectories at the stage of submitting applications to the university. Satbayev University is the largest Satbayev University district:

number students - more 35 thousand ,2020. More than 30 thousand applications from applicants were received, of which about 10 thousand people were admitted, which makes it possible to study the rationality of their choice and the economic motives for entering the university across a wide range of areas of study (Strazzullo et al.)

Focusing on studying economic efficiency university, important compare between different groups of potential students from the point of view of the formation of their demand for higher education and assessment of the potential for increasing the university's income from their education:

1) those planning to enroll in a bachelor's degree on a budget basis are a potential resource for increasing the share of budget funding, considering the average scores of the Kazakhstan state exam by university;

2) those planning to enroll in contract education (this is mainly the demand for bachelor's programs) - a source of increase in extra-budgetary income of the university;

3) planning to enter Master's degree - resource for increases shares budgetary financing, financing from others subsidies Ministry of Education and Science Kazakh, also group with high human potential (some of the master's degree graduates are the basis of the pool of young researchers, personnel reserve, supportive economic university stability long-term perspective).

Case Satbayev University them. first President Kazakh (Satbayev University) describes, what way distributed (network) marketing informational system implementation intra-university research provides operational monitoring opinions students as internal target groups and analytical support at management university with considering needs interested her subjects. Identification student expectations and experience through receiving from them back connections form surveys are one from important mechanisms influences students on changes taking place higher education, contributes greater their involvement educational process (Omodan et al.). In article is described experience inclusions students' mechanisms reverse connections with interested parties University: leaders, creators and organizers educational programs, teachers. Under consideration needs targeted groups creation data mechanisms on basis programs development university, forms their implementation. By on the move implementation marketing strategies university areas education are being carried out research students on different stages interactions with internal targeted in groups university (before entering the university, during studies and after its completion). Experience in measuring the quality of educational environment of the Satbayev University allows us to track the educational, scientific and professional strategies and trajectories of students. This system for implementing intra-university research allows provide management university relevant information about applicants, students, graduates And inseparably connected With three important processes management areas education: (1) holding a reception campaigns (promotion university for attraction new potential students, their enrollment in university); (2) control educational process, services By his accompaniment, grade the effectiveness of new educational practices, opportunities for students to realize their individual trajectories; (3)

development partnerships relationships With graduates, grade their success on market labor. Analysis approaches to study students' universities Project TOP 5–100 showed, what in many universities' mechanisms reverse connections with students not enough formed, revealed irregularity of practices conducting research. Value articles consists of volume, What approach to research students Satbayev University Can take away to complex assessment educational environment. The main ones his The principles are: (1) differentiation research framework each stage interactions students And employees university (Firstly, starting With moment, When applicant With high probability more Not decided With choice university - for 9 months to receipts, further – in time days open doors And in reception time documents, With subsequent research reasons outflow potential students, secondly, annual study his educational trajectories university and satisfaction training, thirdly, after receipt higher education through half a year, 5 years and 10 years after release); (2) With goal improvements in methodology and methods conducting research They are being implemented With attraction internal and external experts areas sociology and economy higher education, also students Master's degree and postgraduate study; (3) Creation online mechanisms publications data For wide public (Myrzakhmet et al.). Despite the growing demand from stakeholders at leading Kazakh universities, university s increase activities students educational process through involvement their mechanisms reverse connections, as before question applications results intra-university research in practice, this is the most pressing issue. On the one hand, comparative monitoring studies of students in Kazakh and foreign universities are needed, and on the other hand, regular intra-university research, directed on solution specific tasks leadership university by management educational programs higher and additional education on basis opinions and assessment of students' needs, including student ratings of the quality of educational programs after each semester, module.

Active involvement of a number of Kazakh universities in improving their competitive positions on international market educational services and attempts to implement its best practices determine changes in the role of university students (Robertson et al.). Firstly, in order to compare approaches to studying students in Kazakh universities, we analyzed studies that are conducted to ensure analytical support implementation strategies universities Project TOP 5–100 (project for increasing competitiveness leading Kazakh universities among the world's leading scientific and educational centers). Based on the results of the analysis of the data published in open sources (on official websites) of universities, the stages of student research have been identified, their types (monitoring and special one-time research) And groups targeted audiences (students of undergraduate programs (Kazakh and foreign), master's programs, and postgraduate programs), whose opinions are studied at different stages of interaction with the university.

An analysis of approaches to studying student populations in Kazakh universities, as well as an exchange of experience in conducting in-university research universities Project TOP 5–100 With Participants of the working group “Research of the University Environment” of the Association “Global Universities” showed that regular research of students is mainly carried

out at the Higher School of Engineering and the Satbayev University (Tajik et al.). This indicates that a certain systematic practice of research on the study of students' opinions has been developed in the named universities. on different stages their interactions with university, which represents by yourself attempt to comprehensively assess the educational environment.

In many universities, feedback mechanisms connections with students not enough formed, are episodic in nature, monitoring studies are most often not supplemented by special one-time studies, but are replaced by them. How investigation, irregularity research practitioner, with one side, Not allows university management to promptly monitor changes in students' opinions and expectations and improve educational programs considering the needs of students. On the other hand, this situation to some extent limits possibilities develop methodology and methods of research on students, considering those or others strategic tasks universities (Mukhatayev et al.). Can assume What more one an important characteristic of internal university research on students at Kazakh universities is the low level of openness of these studies, as well as the public presentation of their results to a narrow circle of internal target audiences of the university, and less often to representatives of other universities interested in creating systemic practices for student research. This situation hinders the development of feedback mechanisms with students within universities and the introduction of new practices for interacting with them.

Secondly, it is worth noting that traditionally, the priorities of the marketing strategy of most Kazakh universities included increasing the number of students and increasing the share of students studying on a contract basis. The needs of the management of the Satbayev University and other stakeholders of the university communities to 2010 where are mainly related to obtaining information about the motivation of potential students regarding the choice higher educational establishments, specialties, student satisfaction with the knowledge and skills acquired upon completion of training. Transition to new educational models, on the one hand, it led to an increase in the list of indicators assessing the university's performance, on the other hand, it determined the need for internal targeted audiences expanding the ways of receiving feedback from students (Soltys et al.). Currently, the previous development of the university's activities in the educational field sphere, however their accents are shifting towards improving the quality of the contingent, attracting students studying for master's and postgraduate degrees and foreign students. So, priorities of the marketing strategy in the applicant market of the Satbayev University Competitiveness Enhancement Program Performing: (1) rise level preparedness and attraction of talented applicants (increase in the average score of the Kazakhstan Exam (USE) to 75.5); (2) creation of Satbayev University tour and interethnic Wednesday education (increase in the share of foreign students to 12 %); (3) increase shares masters and postgraduate students to 30 %. The solution to these problems requires entering new Kazakh and international education markets. services (Fig. 1), and as a consequence, improving the quality of educational programs to ensure their competitiveness. This situation is caused not only by the university's need for internationalization, but also by

potential limitations Thirdly, the university needs to create and develop a network of partnerships based on the principles of long-term cooperation (Nurmukhanova et al.). With targeted audiences, Not only with Kazakh and foreign universities, employers, But And his graduates. Most important organizational changes in the interaction of graduates and intra-university target groups are expressed through the creation of a management body in 2012 - alumni associations, mechanisms for attracting foreign students from alumni association representative offices, development of forms of cooperation with graduates in the format of giving lectures, and implementing research projects. Priority of developing mutual partnerships with graduates is also due to the fact that they are considered as a separate target audience, which Maybe become basis for increasing the number of students receiving master's degrees and additional education (Steger et al.). For increasing the attractiveness of educational programs implemented by the university programs management university And It is especially important for other interested target groups to receive information from them about real educational needs and current forms of interaction after graduation. Thus, for a meaningful assessment of the implementation of university performance indicators and the implementation of measures to achieve these indicators by its team, mechanisms for obtaining feedback from students are necessary. Modern conditions of competition between universities for leading positions in the Kazakh and international educational services market, as a consequence, the need to assess the quality of educational programs for bachelor's, master's and continuing education are gradually forming the need for the university management to comprehensively assess interactions with students at different stages: before admission to the university, during their studies there, when they are directly involved in the educational environment, and after graduation. This could provide them with marketing information, sufficient for timely acceptance adequate strategic decisions. Despite the growing need of the university stakeholders to improve activities applicants, students, graduates through involvement their mechanisms feedback, as before, question applications result of these intra-university studies In practice, this is the most acute issue. In the process of studying needs, opinions, assessments targeted audiences, volume number students, internal university research in Western practice they cover a range of problems associated with making management decisions and planning university activities (Hamann et al.): a funding crisis, competition for the effectiveness of student learning, the need for effective management of various processes that one or other sphere activities (educational, scientific) And etc. IN this meaning They are considered by the management of universities and other internal target audiences as a necessary condition that allows the university not only to survive, but also to improve its position in the market of educational services in higher education.

Special mechanism receipt reverse communication from a significant number of students, as well as applicants and graduates of the university through their direct involvement in the processes of managing educational programs is the implementation of surveys, ratings educational programs, teachers and other forms of intra-university research. The practice of

conducting sociological research abroad on this issue shows that feedback from students regarding their student experience in the form of surveys (Olzhebayeva et al.) is one of the important mechanisms of student influence on changes, happening higher education, promotes their greater involvement in the educational process.

However, Kazakh practice Intra-university student research does not yet have a significant impact on management decisions regarding the development and improvement of educational programs related to provision services higher and additional education. As a result, the changes that ensure the formation of interest students, graduates to participate in surveys. The low level of their involvement is due to the fact that applicants, students, graduates often Not perceive them as a feedback mechanism with the university management, within which they can become

agents change" (Balasubramanian et al.). Despite on That What The leadership of a number of Kazakh universities has already formed the idea that "a modern university must become "closer To real life", focus on desires and aspirations "consumers", students" (Yermekova et al.), Key research questions remain: "how can institutional research contribute to improving university performance" (Potluri et al.), "to what extent have researchers moved from creating data-based reports to using them in decision-making?" (Vasiliev et al.). The greatest interest of the management of Kazakh universities is determined by research related to the study of the expectations of potential university students, as well as the identification of strategies for the admission of talented students motivated to study. Researchers areas institutional studies note that "effective student recruitment requires an understanding of how they choose universities, founded on empirical data... Institutional research is also aimed at selecting "high-quality" students who would like to achieve success" in the implementation of their educational trajectories. Research on applicants is carried out most Kazakh universities, for example, with 2010 Higher school economy - monitoring of applicants depending on the level of education (bachelor's, master's) (Estrada-Real et al.). The next block of students' research is identification their educational, scientific and professional trajectories during university studies. They can be divided into three areas: "polls students on at the entrance (input student data and their expectations), in time training (study of their educational experience), student surveys graduation course (grade educational experience throughout the course of study, based on the results endings educational programs) ». The most large-scale research students are National examination student engagement (National Survey of Student Engagement, NSSE). IN framework him the data is used to "improve the institutional environment in universities and other management institutions." (revision of conditions for admission to the university, improvement of various aspects of the curriculum of students), as well as for passing accreditation" (Sitenko et al.) and identifying "best practices from the point of view of organizing the educational process, which allow students achieve desired result get necessary skills". Kazakh practice like project was implemented in 2014–2015 (University Trajectories and Experiences Kazakh") By methodology project

Student experience research university (Sun et al.). Among Kazakh studies, it is worth highlighting the development of such mechanisms for receiving feedback from students in the form of ratings, such as their assessment of teaching and the quality of educational programs after each module and semester. No less important for the university management is the research of university graduates. Experience Western research shows, that they are carried out for the purpose of obtaining information employment graduates straightaway after graduation from the university (within 4 months after graduation) (Miotto et al.), Also studies their professional trajectories and assessment of the educational experience gained at the university. Similar studies are also being carried out in Kazakh universities to assess the quality of educational programs, the success of graduates after graduating from the university in the labor market , and assessing the impact of the “quality” of the university on the salaries of graduates . Thus, the experience of foreign studies of students with the aim of effectively managing educational programs and making timely decisions on changing them shows that higher education institutions, regardless of their mission and type, should have the following reliable information: (1) information about the contingent; (2) the level of student achievement and attrition; (3) student satisfaction with the implementation of programs; (4) availability of educational resources and student support services; (5) employment of graduates; (6) key performance indicators of the university itself and their equivalents . In our opinion, to obtain this information it is necessary to develop feedback mechanisms. connections with students form surveys, the data of which, when analyzed, can be supplemented with administrative information about the contingent.

Therefore, all student research, targeted on satisfaction the needs of the university management to obtain this or that information from applicants, students, and graduates are connected in one way or another with three important management processes:

1. Conducting an admissions campaign (promoting the university to attract new potential students, their enrollment in the university).
2. Management of the educational process, services to support this process, evaluation of the effectiveness of new educational practices, For example, opportunities for implementation students of individual trajectories and teaching methods.
3. Developing partnerships with alumni to determine future forms cooperation and assessments their professional trajectories.

That's why application intra-university research practice management university With Considering their adaptation to the needs of management, the development strategy of a particular university determines their value.

Researchers in the field of university management high light some meaning basic characteristics institutional research, which, due to the underdevelopment of the practice of regular intra-university research of students, is often not considered in Kazakh universities:

1. Specific formulation goals or the set of objectives of institutional research, determined by its applied nature, allows for their connection with the planning of funding for

university activities (for example, incentive payments to teachers based on the results of rankings), and the subsequent adoption of management decisions based on the research results. Thus, in Western studies, “the needs of students are taken into account when funding those structures that implement and provide them” certain educational services.

2. Informing department employees university (customers) possible assumptions regarding the reliability of research data before beginning project and interpretations data by its completion.

3. Communication with internal targets our audiences (customer), dissemination of research results through their presentation, preparation of reports in accordance with the needs for detailed information of the internal target audience (customer).

4. The content of the report must reflect, how evaluate students’ events, conducted to improve the quality of educational programs, expand opportunities for the development of educational, scientific and professional trajectories students, recommend further actions on planning, development of educational strategy and decision-making.

5. Involvement of qualified university researchers to advise and conduct individual research projects.

Thus, conducting internal university research can become the basis for improving understanding and coherence of actions. between researchers and the university management making management decisions (Yaskevich et al.), as a consequence, the connection between research results and process management in the field of education in terms of interaction with students. In this sense, the case of the Satbayev University describes the practical experience of developing feedback mechanisms with students, based on the principles of regularly studying their opinions, expectations, and assessments, for the further solution of the university's management tasks and the implementation of its development strategy. In the formation of a systemic practice, research students We relied, firstly, on theoretical approaches To studying students at different levels of their interaction with the university, developed by foreign researchers areas higher education And institutional research, and secondly, on best practices for building relationships between students and internal target audiences (university management, heads of educational programs, their creators, faculty and staff of Satbayev University divisions involved in working with students or promoting the university), implemented in a number of Kazakh universities. As a result, we will highlight the principles of organizing intra-university research in the practice of the Satbayev University and outline possible directions for their development for more effective management of its activities in the field of education. Principles of student research conducted to implement the university strategy the formation of a pool of strategic research of the university, including the study of the opinions of applicants, students, graduates, is based on the principles of a distributed (network) marketing information system. Its purpose is support acceptance decisions with based on an understanding of the needs of target audiences markets educational services (regional, Kazakh, near and far abroad). Analytical support in the management of the educational activities of the

university is inextricably linked with internal university research of students. They are aimed primarily at for operational monitoring of their opinions, expectations, ratings and needs. Can highlight three stages of development of this system: definition key areas of marketing research for the purpose of strategic planning of activities development new brand university, which arose on the basis of two universities (Satbayev University). The main objectives were: (1) assessing the university's market positions in various areas of activity; (2) forming systems operational monitoring the opinions of internal communities (students, teachers And T. p.); (3) Creation online mechanisms for assessing the opinions of internal communities in order to implement strategic initiatives at the university (students). stage solutions the following tasks: (1) supporting the interaction of Satbayev University divisions and institutions implementing marketing functions; (2) creation and improvement mechanisms assessments public opinion on the implementation of strategic initiatives at the university; (3) updating marketing information systems with considering new strategic priorities of the university (expansion of key territories and external, internal target audiences). formation of a single information space to ensure planning and evaluation of the effectiveness of marketing activities.

Depending on the stage of formation of the network information system, certain types of research were carried out, allowing to obtain more complete information opinions of students and manage educational programs of basic higher education, admission processes and interaction with them after graduation. Among them - monitoring studies (cross-sectional and longitudinal) and special one-time studies. The main principle of the functioning of the network information system in the practice of intra-university research is the decentralization of a number of functions between the Satbayev University divisions. These include initiation, planning, creation, implementation and presentation intra-university community of the results of the work of feedback mechanisms connections for students. It can be recognized that in practice such feedback mechanisms connections from students Not Always qualitatively change approaches to organizations and content of the educational programs higher and additional education. Changes are happening, but they are only noticeable in the long term.

Another important principle of conducting university research is the dissemination of its results, presentation and preparation of documentation considering the needs of internal target audiences: a project summary for the university management and detailed reports for interested parties. parties, implementation online data publication mechanisms (Tazhitova et al.). Student research is often carried out with the involvement of experts, working university, with involving the students themselves in master's and postgraduate programs, which allows for the expansion of students' practical experience during their studies at the university.

As a result, in the process of working with students at the Satbayev University, employees of a number of Satbayev University divisions involved in promoting the university, academic work, quality assessment, and international activities and etc., have those or others needs and interests in receiving feedback from them. The proposed system of strategic research allows employees coordinate directions of student research conducted to provide analytical support

implementation strategies development university, depending on the key stages of interaction between students and the university. Let us outline the priorities of the research being conducted students, their customers, values and prospects for the implementation of projects for managing the main processes of the university in the field of education.

Research of students before admission to Satbayev University.

Most developed direction the purpose of student research is to study their motivation for choosing higher education institutions, their specialty, their perception of the reputational characteristics of the university and its competitors, their expectations regarding the cost of educational services, and the acquisition of a certain set of knowledge, skills, and competencies before entering the university. These include:

1. Monitoring research of potential students of the Greater Satbayev University for 9 months before admission, conducted in 2010–2014. They are due to the fact that the university management, especially the university promotion services, had a need to track the perception of target audiences, volume number applicants, and Satbayev University, their level of awareness and the formation of the Satbayev University brand after the merger of the two universities not only within the city, region, but also in the Satbayev University as a whole.

2. One-time studies of potential applicants from neighboring countries (Kazakhstan, Kyrgyzstan, Armenia, Tajikistan) considering the possibility of obtaining a bachelor's degree or a master's degree in Kazakh university for 9 months to receipts, conducted in 2014–2016. The need for them is caused by the expansion of the geography of key territories, the need to attract a larger number of foreign applicants from neighboring countries, strengthening measures by promotion the university's brand in them.

3. One-time surveys 6 months prior to admission of potential students were sent on understanding degrees their readiness to choose Satbayev University, were carried out with the aim of assessing the organization of open days and special events of the university for applicants entering the bachelor's program.

4. Research of potential students during and after the application process case choice another university aimed at identifying the competitive environment of the university and the reputation of those universities to which applicants submit documents.

It is not surprising that the demand for research on potential applicants from internal target audiences is high. The results of this research are used annually to: (1) attract motivated potential applicants from key territories, the formation of a positive image university their perception; the creation and improvement of a concept for promoting the university by the university's management and staff involved in the admissions campaign; (3) training of the so-called "promotion team" (mainly active students of the university who are ready to present the university and its capabilities to Kazakh applicants, as well as applicants from neighboring countries).

The experience of researching potential students of foreign and Kazakh universities shows It means that further management of the enrollment processes of potential students can

be developed mechanisms reverse connections With them in the following directions: (1) continue research on the motivation of applicants in the key in the new territories in the event of the university's withdrawal to new markets of educational services; (2) transfer research outflow applicants friend- many universities from the one-time format to monitoring ones, taking into account the differentiation of target groups By level education and by average score The Kazakhstan Exam. They will help to track changes in the competitive environment and strategies for the admission of talented applicants, and, as a consequence, the creation of new formats for attracting this categories incoming on bachelor's and master's educational programs; (3) consider the possibility of creating feedback mechanisms with those students who plan to enroll in graduate school. So far, there has been virtually no research into their expectations, but by 2020, the share of master's and postgraduate students in the total number of students is planned to be at the level of 30 %, based on the objectives of the university's marketing strategy in the field of education. The second stage of intra-university research of students of the Satbayev University after their admission is their mastery of the main educational program, some of them - in combination with additional education programs. Their main customers are services involved in educational work with students, directors, creators and organizers of educational programs, and the students themselves are also interested in the information. teachers How subjects, directly interacting with students. The most significant mechanisms for obtaining student feedback are the following.

1. A comprehensive monitoring study of first-year bachelor's degree students within a month of their enrollment is initiated annually by the departments responsible for admission of applicants and promotion of the university, with the aim of analyzing the events implemented within the framework of the admissions campaign, as well as studying the students' input data, their interest in the chosen specialty, and expectations regarding their studies at the university.

2. One-time research among international first-year students admitted to bachelor's and master's programs within a month of admission were extremely important from the point of view of studying the motivation for choosing Satbayev University and the agents influencing the decision-making process regarding the choice of a university. Therefore, the main customer of this study was (as well as and at management process enrollment (to the university) departments involved in promotion framework reception campaigns.

In addition, the problems of adaptation of foreigners were touched upon, information about which was considered when organizing the activities of the university's international service.

3. Quality Management Department and the University's Regional Scientific Library have initiated annual monitoring studies of student satisfaction with the quality of education, infrastructure, and scientific resources, informational services and services, however, they do not allow us to reveal the full range of parameters for assessing the quality of the educational environment.

4. For inclusions students process to assess the quality of the educational environment, three research projects were implemented aimed at involving students in feedback mechanisms.

4.1. Annual rating "Best teacher" Satbayev University with eyes students" was conducted in 2013–2015 with the aim of students assessing the work of the teaching staff and stimulating teachers to improve the educational process, as well as creating online mechanisms for presenting its results to the general public. Up to 2,500 undergraduate, specialist, and master's students took part in the ranking, which is about 10 % of the total number of students According to the results of the 2015 rating, the faculty members who scored the highest number of points were included in the university's personnel reserve and the personnel reserve in the field of project management.

4.2. A monitoring study of the motivation of master's students in choosing educational, scientific and professional trajectories was conducted 2014–2015 gg., When most sharp the problem of developing a concept for promoting master's degree programs arose in key areas of the Kazakh and international educational services market.

Currently, both of these projects are of interest to the university community. However, changes are needed in the approaches to their implementation, the development of mechanisms that allow for the involvement of a larger proportion of students at the university and regular feedback from them.

4.3. The project "Trajectories and experience of universities Kazakh", initiated National Research University HSE and is an example of best practices of inter-university research by study experience and student trajectories (Sekerbayeva et al.). Within the framework of this project 2014–2015 conducted international a comparative study that allowed us to compare the student experiences of undergraduate students at Kazakh and foreign universities, including Satbayev University. Participation in it in itself was already a valuable experience for the further development of mechanisms for receiving feedback from students at the university in terms of their methodology and organization. The project brought to light the problem of the university's insufficiently developed mechanisms for students to evaluate the quality of educational programs, their degree of satisfaction with the knowledge, skills, and competencies they receive. (during studies at the university, as well as upon completion of studies).

Evaluation of the quality of educational programs results each module, semesters is a key perspective for the development of student research at the university, considering its strategy development. Value this the best practices – in "commitment to continuous improvement and annual updating of the modules implemented" (Gadd et al.) based on assessments of the knowledge gained, skills and needs students them. One-time research data problems arise from the lack of regular assessment quality of the university's educational environment. Attempt overcoming this situation the launch of a longitudinal study among engineering and Satbayev University science students at Satbayev University in 2016 was directions preparations, initiated as part of a research project

"Trajectories and Experience of Kazakh Universities" of the National Research University Higher School of Economics and the Project 5-100 conducted in a number of universities. Thus, based on the needs of a significant portion of students in the development of individual dual trajectory within the framework of basic higher education, three promising areas of intra-university research can be identified: (1) the creation of a system for rating education review programs of

undergraduate and graduate degrees, including the system of minors, identifying their quality based on student assessments; (2) taking changes needs, With on the one hand, the most motivated students, enrolled By results high points The Kazakhstan Exam, on the other hand, is for foreign students at the stage of their adaptation at the university and during further education him; (3) studying needs master's and postgraduate students in the development of their educational, scientific and professional trajectories (data This direction requires comparative monitoring research In order to implement the university strategy parts alignment partnerships relationships university and his graduates2012–2014 The university's management initiated and implemented a research project among graduates. IN Within its framework, studies were conducted among graduates of not only the university, but also the largest number of students at universities in the Satbayev University six months after their graduation, as well as after 5 years and 10 years after their completion. First of all, it is aimed at identifying the success of graduate's university, their demand in the region's labor market, in comparison with universities in the Bolshoi Satbayev University on basis ratings level income, degree satisfaction by them, also other aspects of life (personal life, housing, level of competencies acquired at the university). An analysis was conducted of possible forms and conditions of cooperation with graduates, the degree of their readiness to participate in university development projects.

One-off studies among graduates acquired particular value at the stage of establishing the fund. By formation target capital Satbayev University (endowment fund). Aspects such as alumni awareness and their willingness to participate in the development of endowment funds were studied. university and existing experience cooperation with him.

Results research are used activities of the association of university graduates and those interested in the development of endowment funds and internal target audiences. Essentially, this mechanism is for receiving feedback and up-to-date information from graduates present The program is implemented annually within the framework of the activities of the university alumni association. However, its main limitation is the coverage of the number of graduates of different years of graduation who are part of it.

Despite on That What research graduates are carried out, initiatives for their implementation are often not of a monitoring nature for studying the educational and professional trajectories of university graduates after 5 and 10 years of graduation, and also do not cover masters who have completed university. For improvements partnerships with them important through feedback mechanisms connections track changes trajectories of graduates of different years of graduation and their opportunities, interests more fruitfully cooperate with university. IN perspective This allowed to expand the network of the alumni association itself.

Summing up result, I wanted to would note, what intra-university research, including to study the opinions, expectations, and assessments of students, are carried out for the decision of the university management those or others management tasks, planning long-term strategies and operational actions, their adjustment in conditions of high uncertainties and variability educational services market.

In the further development of the network marketing information system at the university, it is worth considering the difficulties that hinder the development of institutional research not only of students, but also of other target internal and external target audiences: (1) the regularity of the research conducted, ensuring the reliability and validity of the data obtained are directly related to large intra-university costs, while the funding of intra-university research is deferred, the results of investments their development often visible only in the long term; (2) difficult to access some targeted audiences, in particular, final-year undergraduate students of other universities, potential students neighbor and far abroad; (3) the lack of widespread dissemination of comparative inter-university research practices not only in partnership With Kazakh, But And foreign universities. Particular attention should also be focused on the development of feedback mechanisms with students and graduates; without this, it will be difficult to assess the substantive component of the changes that are being carried out in terms of developing individual student trajectories and improving higher education programs in accordance with the university strategy. Module, semester is a key perspective development mechanism reverse connection with considering the university's development strategy. This form of ranking will facilitate the creation of mechanisms for university management to manage educational programs and a system of minors based on student needs and assessments. A similar scenario could also be used to develop a system of supplementary education for students at the university. Due to the provision of new opportunities for students to develop individual trajectories at the university, it is also necessary to monitor changes in the development of educational programs in general and in the choice of minors in particular, firstly, among the most motivated students enrolled based on high Kazakhstan Exam scores, and secondly, among foreign students at the stage of their adaptation at the university and during their further studies there, and also to study the needs of master's and postgraduate students in the development of their educational, scientific and professional trajectories. Therefore, the prospects for the development of intra-university student research are inextricably linked, on the one hand, with the conduct of regular research aimed at to solve specific problems of the university management on management of educational programs- we higher and additional education based on the opinions and assessments of students' needs, With another sides, With creation environment for "international data exchange, their analysis and comparisons (Shen et al.) inclusion in consortia and other inter-university associations for participation in comparative monitoring studies of Kazakh and foreign universities.

Monitoring of applicants, implemented in the form of online feedback mechanisms from students, allows apply evidentiary data and accept justified managerial solutions, necessary for timely adjustments target models strategic development of the university with the aim of increasing income from the educational activities of the university and the formation of a competitive, influential university.

Results. Let us analyze the statistics of the Monitoring of the effectiveness of Kazakh universities, concerning high-quality parameters contingent students: results average points Kazakhstan Exam enrolled on 1st year and share students Master's degree. Kazakh universities

are classified taking into account the formal differentiation by category: national research, the share of which makes up 4 %structure everyone universities, - 1 %, supporting - 5 %, other – 90 %. Structure suggests on thoughts: only 10 % among Kazakh universities Can evaluate as strong, with high economic potential. Let us confirm this hypothesis with data .

Presented data they show, high quality. The parameters of the student contingent in Kazakh universities are growing, while in national research and universities values indicators significantly higher. By statistics Monitoring efficiency universities Kazakh. universities with special formally fixed status (national research, supporting) "pull back on myself" 28 % the best from general quantities students (1.02 million from 3.64 million students), at this share master's students in national research and universities the average is 20%.

It is saved significant gap average USE scores between students, arriving at budget and contractual education. Unexpected fact is That, what average points received a contract tuition fees at other universities are higher than among first-year students studying on a budget basis. To this There are several reasons: (1) high differentiation of universities and heterogeneity reception this group ; (2) choice applicants at admission, before in total, future specialties, A Not university ; high contest on fashionable specialties (economy, management, jurisprudence), Where No budget places, forces those, Who has Not the most low points Kazakhstan Exam, choose volume number from pool others universities; (3) gradual redistribution demand With those specialties, which latest 10 years were considered fashionable, benefit new directions And reduction differences in averages points between incoming on budget and contract training, which is confirmed analysis speakers indicators categories others universities (Zhang et al.).

Table 1 - Dynamics quality reception and share students Master's degree program, taking into account the formal differentiation of universities by category

Indicator	Reporting period	National Research	Research	Support	Others	Average
Average points Kazakhstan Exam (budget, full-time form)	2016	75.4	70.1	65.8	42.0	44.2
	2017	77.3	69.9	64.8	45.0	47.1
	2018	77.6	71.1	66.8	47.0	49.4
Average points Kazakhstan Exam (contract, full-time form)	2016	61.0	61.5	58.3	51.0	51.7
	2017	61.7	61.6	58.8	53.2	53.8
	2018	62.4	62.9	59.1	53.2	54.0
Average points Kazakhstan Exam (By to everyone forms training)	2016	71.2	66.8	61.8	58.1	58.9
	2017	73.4	66.2	61.6	58.5	59.3
	2018	73.4	67.4	62.8	59.0	59.8
Share students. Master's degree, %	2016	17.9	17.0	12.1	8.2	8.9
	2017	19.5	18.9	14.1	8.8	9.6
	2018	20.1	19.8	15.3	9.5	10.3

At the Satbayev University, the average scores of the Kazakhstan Exam of students admitted to budget places full-time education directions , also grew for last 5 years (from 72.2 points in 2016 to 78.1 points in 2020), the proportion of master's students also increased - with 14.3 % in 2016 G. to 17.2 %2018 G. Competition between universities for leading positions is increasing. Higher education establishment necessary scrupulously to form and thoroughly track the information broadcast about it and its perception by applicants, pay significant attention to the scenarios of open days doors that can change the applicant's decision that or the other side. In this regard, when making informed management decisions to change the target model in terms of the educational activities of the university, the need for in-depth studying Togo, how potential students are being constructed their educational trajectories, using feedback tools.

Let us consider what determines the choice of the field of study by applicants in the modern world. university in context pandemics, what are differences between those, Who plans to enter on the budget and contractual basis training, Also how consists of specificity trajectories among those oriented towards master's degree studies (Table 2).

Table 2 – Motivation potential students at choosing a direction preparation, %

Motivation for applicants to choose a field of study	They are planning to enroll on bachelor's degree, %		They are planning to enroll V Master's degree, %	
	budget	contract	budget	contract
Interest To specialties	89	91	90	90
Demand on market labor	49	46	44	49
Tall earnings after receipt education	43	42	38	34
Career growth	28	36	39	44
Tall results studies school By basic subjects for the specialty	15	11	6	0
Education By international programs	9	16	8	9
I chose would another specialty, But Kazakhstan Exam results didn't allow it	9	3	1	0
Parents' Advice	8	9	4	7
Want get higher education, specialty is not important	6	5	5	2
Recommendations, choice friends	3	2	5	3
Teachers' Recommendations	2	2	2	3
Education By programs two diplomas	2	2	2	4

It is worth noting a number of features in the formation of applicants' starting educational trajectories. Firstly, economic motives choice specialties For The main characteristics of applicants to bachelor's programs are demand in the labor market and the prospect of receiving high salaries after graduation. Master's students have a high orientation

toward rationality: they expect a greater degree of career growth. This information can be used at promotion educational services higher education for effective reception campaigns university. Secondly, motivation choice specialties those, who arrives on contract, in lesser degrees determine internal factors (Satbayev University inclinations to that one or other specialties that manifest themselves, including, during the study of subjects at school). It's interesting that for "contract soldiers" Also more important prospects career growth, how tall earnings, difference from students on a budget basis. Allowed for training on contractual basis, if they don't get into a budget-funded program, 41 % of undergraduate applicants and 12% of master's students will (Fig.1)

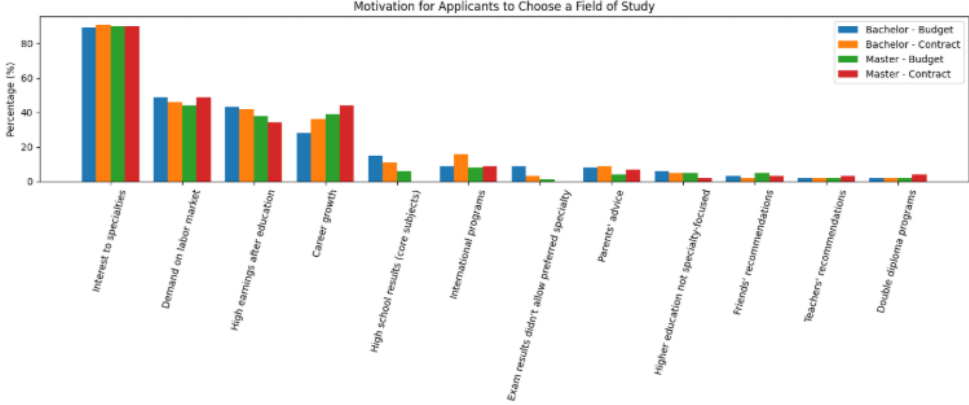


Figure 1. Motivation for applicants to choose a field of study

Conclusion

The implementation of the university’s mission and the achievement of its performance indicators are possible provided that the university’s resources are concentrated on priority areas of development and the identification of new market opportunities. And effective distribution investment resources both at the university level and at the level of individual areas of activity and departments. Intra-university student research provides broad opportunities for strategic and operational management of the university, especially in terms of development and improvements educational programs. In quality main principles student research organizations at the university can be highlight the following: (1) decentralization of functions By conducting research between Satbayev University divisions university and the creation of feedback mechanisms taking into account their needs that one or other information characteristics of applicants, students, graduates and the quality of the educational environment; (2) involving experts working at the university in the implementation of projects, involving students in master's and postgraduate programs; (3) presentation of results and preparation of reports taking into account the needs of internal target audiences in its detailing, the introduction of online mechanisms for publishing data for the general public. The following are considered: main directions inside tri-university student research conducted to provide analytical support in the implementation of the university development strategy, dependencies from key stages

interactions between students and the university: before entering the university, during studies, after its completion. Case describes the systemic practice of their implementation, which provides for differentiation of is- investigations within each stage of interaction actions students and employees university: firstly, starting With moment, When applicants yet Not decided With choice university (for 9 months before admission), followed by a study of their opinions during open days, special- university and off-site events as part of the admissions campaign (3-6 months before admission), as well as during the submission of documents And research reasons outflow potential students, secondly, an annual study of students' educational trajectories and the experience they gain during the course of mastering the educational program, thirdly, after receiving higher education after six months, 5 years

The systematic practice of conducting intra-university research as the network information marketing system develops increasingly allows, firstly, to use the results of research as a tool for managing processes in the field of education in terms of interaction with students, and secondly, to form performances about their values Not only in the view of management, internal target audiences, but also students, external target audiences, and the general public. What nearest 10 years expected height age-related cohorts 18 - year-olds on 25 %, before universities Not only are standing new challenges relatively increase selectivity reception applicants leading universities, But and open new opportunities for growth of economic sustainability. An integrated approach to data analysis based on statistics and monitoring of the choice of educational trajectories by potential applicants, professional future conditions uncertainties provides long-term prospects for attraction most talented applicants and increase economic potential educational organizations higher education. The results of the study showed that What strategies behavior master's students something similar with motives applicants, incoming on directions of the contractual basis: to attract them, it is important to focus on career achievements graduates university. Basic strategy receipts on bachelor's degree is a synthesis of the Satbayev University inclinations of applicants to professional activity, discovered in school, which determine their interest in the specialty, and their expectations of becoming a competitive specialist in the modern labor market with a high salary.

It is necessary to introduce regular institutional research at the university with the aim of ensure the formation connections between the fact that research carried out, and Requests from university management for survey data to subsequently make management decisions based on them: this is the main essence of monitoring the contingent of applicants. Thus, the collected data is used systematically and is in demand at the university not only as results of the scientific activity of individual scientists, but also for real changes in approaches to the organization and content of higher education educational programs at the management level.

Perspective research are modeling starting educational trajectories of applicants in individual areas of training from the point of view of the optimality of their choice, considering the educational background of applicants, as well as expanding the sample of respondent's

universities for conducting comparative research on united methodology collection and data analysis.

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