

**APPROVED**  
**by the decision of the Board of**  
**Directors NPJSC “Abylkas**  
**Saginov Karaganda Technical**  
**University”**  
**dated April 16, 2026.**  
**(Minutes No.3)**

**ACTION PLAN**  
**for managing key risks**

**1. Preventive actions to manage key risks and reduce their impact on the University activities**

No.	Risk name	Risk owner	Action	Period of implementation	Responsible structural division	Deadline for reporting and form of completing	
1	Risk of reducing the University income	Chairman of the Board, Rector	<b>1.1. Comprehensive marketing and PR campaign</b>				
			<b>1.1.1 Media promotion in social networks</b> <ul style="list-style-type: none"> <li>• Regular publications on Instagram, TikTok, Facebook, Telegram, and YouTube pages.</li> <li>• Regular posting of content about student life, achievements, and research.</li> <li>• Engaging students in content creation (blogs, vlogs, challenges, reviews).</li> </ul>	Within the year on a permanent basis	Department of PR and Marketing Department of the Youth Policy	December Information of the actions undertaken, links to the content	
			<b>1.1.2. Video content</b> <ul style="list-style-type: none"> <li>• Recording videos about student life, their successes, internships, and career achievements.</li> <li>• Interviews with successful graduates and employers.</li> </ul>	Within the year on a permanent basis	Department of PR and Marketing	September, December Video content in the official resources	
			<b>1.1.3. Advertising and PR activities</b> <ul style="list-style-type: none"> <li>• Organizing educational exhibitions and career fairs.</li> <li>• Creating newsworthy events, including citywide and regional events.</li> <li>• Online advertising</li> <li>• Media coverage (articles, interviews, reports).</li> </ul>	Within the year on a permanent basis	Department for AA Department of the Youth Policy Department of PR and Marketing	December Information of the actions undertaken, links to the content	

**ACTION PLAN FOR MANAGING KEY RISKS**

No.	Risk name	Risk owner	Action	Period of implementation	Responsible structural division	Deadline for reporting and form of completing
			<b>1.1.4. Career guidance work</b> <ul style="list-style-type: none"> <li>Off-site events, including organizing meetings at schools and colleges.</li> <li>Conducting Open Days with faculty and students.</li> <li>Organizing university tours for schoolchildren.</li> <li>Organizing preparatory courses.</li> <li>Meetings with parents of applicants.</li> <li>Informing about university opportunities and future employment opportunities for graduates.</li> </ul>	Within the year on a permanent basis	Department of PR and Marketing Departments	September, December  Information of the actions undertaken, publication on the official University resources
			<b>1.2 Developing the research infrastructure</b>			
			<b>1.2.1 Attracting External Funding</b> <ul style="list-style-type: none"> <li>Searching for and attracting sponsors to increase the share of scientific equipment purchased with their funds.</li> <li>Implementing grant support mechanisms and targeted funding.</li> </ul>	Within the year on a permanent basis	Departments Department of Science and Innovation	December  Information of the actions
			<b>1.2.2 Collaboration with Industrial Enterprises</b> <ul style="list-style-type: none"> <li>Implementing interactions between specialized departments and enterprises.</li> <li>Organizing joint research projects and implementing their results in production.</li> <li>Forming working groups to exchange experiences and jointly determine collaboration priorities.</li> </ul>	Within the year on a permanent basis	Departments Department of Science and Innovation	December  Information of the actions
2	Risk of reducing student practical skills	Vice-Rector for AA	<b>2.1 Consumer orientation of educational programs</b>			
			<b>2.1.1 Updating educational programs</b> <ul style="list-style-type: none"> <li>Involving Corporate University enterprises in identifying the most in-demand professional competencies of graduates</li> </ul>	Within the year on a permanent basis	Department for AA Profile department	December  Updated educational programs, CEDs
			<b>2.1.2 Expanding interaction with enterprises</b> <ul style="list-style-type: none"> <li>Increasing the participation of employers in the educational process and actively engaging practicing specialists.</li> <li>Regularly updating laboratories, equipment, software, and educational materials.</li> <li>Training in modern teaching methods and practice-oriented approaches.</li> <li>Systematic collection of feedback from employers and graduates.</li> <li>Developing dual education – combining theory and practice through joint programs with enterprises.</li> </ul>	Within the year on a permanent basis	Departments Department for AA Center of Carrier Growth Institute of Continuous Education	December  Information

**ACTION PLAN FOR MANAGING KEY RISKS**

No.	Risk name	Risk owner	Action	Period of implementation	Responsible structural division	Deadline for reporting and form of completing	
			<ul style="list-style-type: none"> <li>Integrating relevant production experience into the educational process through master classes and excursions.</li> </ul>				
3	Risk of non-compliance with the requirements of information security	Vice-Rector for Digitalization	<b>3.1 Organizational Measures</b> <ul style="list-style-type: none"> <li>Implementation of the Information Security Policy</li> <li>Training staff and students in data protection rules.</li> </ul>	Within the year on a permanent basis	Management Board Department of Innovation Technologies	December Information	
			<b>3.2 Technical measures</b> <ul style="list-style-type: none"> <li>Restricting access to confidential information (role-based access system).</li> <li>Using secure data transmission channels (encryption).</li> <li>Control over removable media and cloud storage.</li> </ul>	Within the year on a permanent basis	Management Board Department of Innovation Technologies	December Information	
			<b>3.3 Control and monitoring</b> <ul style="list-style-type: none"> <li>Regular audits and checks for compliance with security requirements.</li> <li>Monitoring user activity and access logging.</li> <li>Incident response and data breach action plan</li> </ul>	Within the year on a permanent basis	Management Board Department of Innovation Technologies	December Information	
4	Risk of providing false information to external information systems and databases	Vice-Rector for Digitalization	<b>4.1 Access control and invalid data</b> <ul style="list-style-type: none"> <li>Restricting and controlling access to databases</li> <li>Verifying entered information</li> <li>Regular data monitoring</li> </ul>	Within the year on a permanent basis	Department of Innovation Technologies Department for AA	December Information	
5	Risk of decreasing the teaching staff quality composition	Vice-Rector for Research	<b>5.1 Effective personnel policy</b>				
			<b>5.1.1 Attracting and developing faculty</b> <ul style="list-style-type: none"> <li>Recruiting employees with degrees and titles.</li> <li>Attracting young professionals, including doctoral graduates.</li> <li>Developing a corporate culture and incentive system for retention.</li> <li>Competitive selection of faculty and staff for all positions.</li> </ul>	Within the year on a permanent basis	HR Administration Department for AA	December Information	
			<b>5.1.2 Involving faculty in research activities</b> <ul style="list-style-type: none"> <li>Creating conditions for faculty engaged in research within the framework of project implementation.</li> <li>Planning the admission of master's students and young faculty to doctoral programs.</li> <li>Reimbursement of publication costs in Q1-Q2 journals (Scopus, Web of Science).</li> <li>Encouraging participation in scientific conferences, grants, and international projects.</li> </ul>	Within the year on a permanent basis	Department of Science and Innovation	December Information	

**ACTION PLAN FOR MANAGING KEY RISKS**

No.	Risk name	Risk owner	Action	Period of implementation	Responsible structural division	Deadline for reporting and form of completing
			<b>5.1.3. Continuing education and international cooperation</b> <ul style="list-style-type: none"> <li>Organizing continuing education courses and internships for faculty.</li> <li>Participation in exchange programs and international internships</li> </ul>	Within the year on a permanent basis	HR Department of International Cooperation Departments	September, December  Orders on the advanced training, certificates
<b>5.2 Increasing the income of the teaching staff</b>						
			<b>5.2.1 Creating conditions for generating income from educational and research activities</b> <ul style="list-style-type: none"> <li>Supporting young scientists and stimulating their research activities.</li> <li>Developing a system of financial incentives for scientific, educational achievements, and social and educational work</li> </ul>	Within the year on a permanent basis	Department of Science and Innovation	According to the KPI schedule  Reference
6	Risk of decreasing orientation of scientific research towards the needs of production and business	Vice-Rector for Research	<b>6.1 Focusing scientific research on the specific needs of industry</b> <ul style="list-style-type: none"> <li>Organizing joint events (makeathons, hackathons, roundtables) with partner companies to identify relevant scientific challenges for businesses.</li> <li>Coordinating and coordinating scientific activities within the framework of memorandums of cooperation with companies.</li> <li>Organizing internships for researchers at specialized companies.</li> <li>Implementing scientific research in close collaboration with companies.</li> <li>Engaging industry representatives as consultants, experts, and reviewers of scientific projects.</li> <li>Monitoring the needs of industrial companies and adjusting research directions in accordance with market demands.</li> <li>Focusing coursework and dissertation topics on industrial needs.</li> <li>Carrying out research on topics relevant to industrial companies.</li> </ul>	Within the year on a permanent basis	Department of Science and Innovation	December  Contract on R&D
			<b>6.2 Stimulating research activity</b> <ul style="list-style-type: none"> <li>Popularization of scientific activity – holding events aimed at attracting students to scientific careers (scientific festivals, competitions for young scientists, lectures by leading scientists).</li> </ul>	Within the year on a permanent basis	Departments Department of Science and Innovation	September, December  Information

**ACTION PLAN FOR MANAGING KEY RISKS**

No.	Risk name	Risk owner	Action	Period of implementation	Responsible structural division	Deadline for reporting and form of completing
			<ul style="list-style-type: none"> <li>Development of entrepreneurial competencies – training young researchers in the commercialization of scientific developments, the creation of start-ups and interaction with business.</li> </ul>			
7	Risk of declining international collaborations and publication activity of the university's teaching staff	Vice-Rector for SDI	<p><b>7.1 Strengthening information support and the university's scientific image</b></p> <ul style="list-style-type: none"> <li>Monitoring the publication activity of faculty and staff and the effectiveness of international collaborations.</li> <li>Developing a system to incentivize publication activity and participation in international research.</li> </ul>	Within the year on a permanent basis	Management Board Departments Department of International Cooperation Department of Science and Innovation	September, December
8	Risk of employees' digital competencies not keeping pace with the demands of the times	Vice-Rector for Digitalization	<p>8.1 Continuous training and competency development</p> <ul style="list-style-type: none"> <li>Increasing the proportion of faculty and staff who have completed courses within the AI-Sana program</li> </ul> <p><b>8.2 Partnership with industry and internal digital transformation</b></p> <ul style="list-style-type: none"> <li>Internal hackathons and interdisciplinary projects</li> <li>Increase the number of digital labs and simulators integrated into the educational process (VR/AR, digital twins, virtual stands, etc.)</li> </ul> <p><b>8.3 Monitoring and adapting digital competencies</b></p> <ul style="list-style-type: none"> <li>Increase the percentage of faculty and staff who have completed digital retraining, including AI skills training within the AI-Sana program</li> </ul>	Within the year on a permanent basis	Departments Department of Innovation Technologies  AI Institute  Institute of Continuous Education	September, December  Information
9	Risk of declining the teaching quality	Vice-Rector for AA	<p><b>9.1 Faculty development</b></p> <ul style="list-style-type: none"> <li>Participation of faculty in professional development programs (including pedagogy, digital technologies, and international teaching standards).</li> <li>Participation in academic mobility programs and internships (including international ones).</li> </ul> <p><b>9.2 Teaching quality assessment</b></p> <ul style="list-style-type: none"> <li>Analysis of various forms of feedback from students and employers.</li> <li>Internal and external quality assessment (open classes, self-assessment, program accreditation).</li> <li>Incorporation of all areas of faculty activity into the differentiated remuneration system.</li> </ul> <p><b>9.3 Monitoring teaching load</b></p> <ul style="list-style-type: none"> <li>Monitoring staff turnover and reasons for dismissal</li> <li>Retaining qualified specialists through the differentiated remuneration system.</li> </ul>	Within the year on a permanent basis	Departments Department for AA Institute of Continuous Education Administration Center of Professional Development	December  Information

**ACTION PLAN FOR MANAGING KEY RISKS**

No.	Risk name	Risk owner	Action	Period of implementation	Responsible structural division	Deadline for reporting and form of completing	
10	Risk of decreasing the employee labor productivity	Chairman of the Board, Rector	<b>10.1 Developing a motivation program and KPI tracking</b> <ul style="list-style-type: none"> <li>Implementing a rewards system for high-potential employees.</li> <li>Developing differentiated incentive packages</li> </ul>	Within the year on a permanent basis	HR	December Program of KPI motivation and accounting	
			<b>10.2 Implementing measures to increase the university's income from educational, scientific, and social activities</b>		Management Board	December Information of the income and labor productivity	
11	Risk of obsolescence of the material and technical base and its inadequacy for conducting research aimed at the needs of modern production	Vice-Rector for Research	<b>11.1 Assessment of the material and technical base state</b>				
			<b>11.1.1 Assessing the current state of the material and technical base</b> <ul style="list-style-type: none"> <li>Conducting regular inventories and technical audits.</li> <li>Identifying outdated and inefficient technologies and equipment.</li> <li>Analyzing the compliance of the current base with modern scientific research and production requirements.</li> </ul>	Within the year on a permanent basis	Departments Director for Developing Infrastructure Department of Science and Innovation	December Reference	
			<b>11.2 Developing the research infrastructure</b>				
			<b>11.2.1 Attracting External Funding</b> <ul style="list-style-type: none"> <li>Searching for and attracting sponsors to increase the share of scientific equipment purchased with their funds.</li> <li>Using grant support and targeted funding mechanisms</li> </ul>	Within the year on a permanent basis	Departments Department of Science and Innovation	September, December Actions	
<b>11.2.2 Collaboration with Industrial Enterprises</b> <ul style="list-style-type: none"> <li>Interaction between specialized departments and enterprises.</li> <li>Organizing joint research projects and implementing their results in production.</li> </ul>	Within the year on a permanent basis	Departments Department of Science and Innovation	September, December Actions				
12	Risk of decreased student involvement in social and educational activities	Vice-Rector for SEW	<b>12.1 Creating conditions for student engagement</b> <ul style="list-style-type: none"> <li>Supporting student initiatives, creating initiative groups, actively involving students in organizing events.</li> <li>Surveys and feedback through polls, voting, and adjusting the content of events based on student interests.</li> <li>Intellectual games, volunteer events, sports and creative competitions, environmental projects, business games, and debates.</li> <li>Active use of social media, email newsletters, posters, and Telegram channels.</li> <li>Social and psychological support and the creation of a comfortable environment for student socialization.</li> </ul>	Within the year on a permanent basis	Department of the Youth Policy	December Information	

**ACTION PLAN FOR MANAGING KEY RISKS**

No.	Risk name	Risk owner	Action	Period of implementation	Responsible structural division	Deadline for reporting and form of completing	
			<ul style="list-style-type: none"> <li>Development of student self-government, involvement of students in management and planning of events.</li> </ul>				
13	Risk of non-compliance of the internal quality assurance system with international standards	Vice-Rector for SDI	<b>13.1 Employee Development</b> <ul style="list-style-type: none"> <li>Organizing internal seminars and training sessions with the most qualified university employees.</li> <li>Regular employee participation in specialized professional development courses.</li> </ul>	No less than once a year	HR Institute of Continuous Education	December Information	
			<b>13.2 Improving the Quality Management System (QMS):</b> <ul style="list-style-type: none"> <li>Updating QMS documents in accordance with changes in international standards and national requirements.</li> <li>Analyzing the university's internal processes as part of quality assurance.</li> <li>Developing and implementing corrective action plans to address identified nonconformities.</li> </ul>	Annually	Center of Quality and Accreditation	December Analyzing business processes	
14	Risk of absence of growth in additional income for teaching staff from various types of academic activities	Vice-Rector for AA	<b>14.1 Incentivizing faculty to participate in additional monetized academic activities</b> <ul style="list-style-type: none"> <li>Establishing a remuneration procedure for developing online courses, participating in mentoring programs, and other scientific and educational initiatives</li> <li>Incentivizing faculty to participate in accelerators and scientific competitions.</li> </ul> Additional response measures:	Within the year	Department for Academic Affairs  Institute of Continuous Education	December  Number of faculty earning money from additional monetized academic activities  Number of activities outside of the core curriculum.	
<b>14.2 Improving the incentive program and KPI accounting</b> <ol style="list-style-type: none"> <li>Strengthening differentiated incentive packages, including to reward high-performing employees (revising the criteria for differentiated faculty pay).</li> <li>Compiling a list of continuing education courses for the upcoming academic period.</li> <li>Increasing the hourly rate for faculty work as part of the hourly rate for conducting advanced training courses</li> </ol>							
15	Risk of a decrease in the number of sellers of RSSTD level TRL 7-9	Vice-Rector for Research	<b>15.1 Development of scientific activity and mentoring</b>				
			<b>15.1.1. Enhancement of scientific work in the department</b> <ul style="list-style-type: none"> <li>Conducting monthly meetings on research with doctoral students.</li> <li>Monitoring the research activities of doctoral students.</li> </ul>	Within the year on a permanent basis	Department of Science and Innovation	December Reference	

**ACTION PLAN FOR MANAGING KEY RISKS**

No.	Risk name	Risk owner	Action	Period of implementation	Responsible structural division	Deadline for reporting and form of completing
			<b>15.2 Diversification of the sources of funding</b>			
			<b>15.2.1 Enhancement of partnerships</b> <ul style="list-style-type: none"> <li>• Development of partnerships with businesses, participation in business contracts and joint research projects.</li> </ul>	Within the year on a permanent basis	Department of Science and Innovation	June Information of possible additional sources of funding
			<b>15.3 Promoting the development of start-up initiatives of faculty, staff and students, supporting research aimed at commercialization</b>			
			<b>15.3.1 Optimizing scientific research to meet market demands</b> <ul style="list-style-type: none"> <li>• Regularly analyzing market needs and technological trends.</li> <li>• Implementing a marketing assessment before commencing R&amp;D.</li> <li>• Integrating elements of open innovation (joint research with industrial partners).</li> </ul>	Within the year on a permanent basis	Department of Science and Innovation	December Information
			<b>15.3.2 Supporting the entrepreneurial activity of students and scientists</b> <ul style="list-style-type: none"> <li>• Organizing startup competitions</li> </ul>			
16	Risk of downgrading positions in the international QS rankings	Vice-Rector for SDI	<b>16.1 Strengthening information support and the university's scientific image</b> <ul style="list-style-type: none"> <li>• Monitoring the publication activity of faculty and staff and the effectiveness of international collaborations.</li> <li>• Expanding international cooperation, including signing new agreements and participating in grants and consortia.</li> <li>• Promoting the university in international scientific rankings.</li> <li>• Developing a system to incentivize publication activity and participation in international research.</li> <li>• Attracting international scientists and developing joint research laboratories and projects</li> </ul> <b>Additional response measures:</b> <ol style="list-style-type: none"> <li>1) Analyzing the university's competitive position in QS</li> <li>2) Including QS-related KPIs in the performance assessment system for deans and department heads</li> <li>3) Creating a matrix of the university's strategic initiatives' alignment with key QS indicators</li> </ol>	Within the year on a permanent basis	Departments Department of International Cooperation Department of Science and Innovation Department of Strategic Development	April December Information
			<b>17.1 Strategic workforce planning</b>			

**ACTION PLAN FOR MANAGING KEY RISKS**

No.	Risk name	Risk owner	Action	Period of implementation	Responsible structural division	Deadline for reporting and form of completing			
17	Risk of downgrading in the national institutional ranking among technical universities	Vice-Rector for SDI	<b>17.1.1. Conducting an analysis of the teaching staff composition</b> <ul style="list-style-type: none"> <li>Regularly monitoring the compliance of teachers with educational standards and regulations.</li> </ul>	On a permanent basis	Department for Academic Affairs HR	December			
			<b>17.1.2. Attracting qualified specialists</b> <ul style="list-style-type: none"> <li>Recruiting external part-time workers from leading universities and enterprises.</li> <li>Monitoring the composition of the teaching staff and targeted measures to reduce the shortage of specialists with degrees.</li> </ul>	Within the year on a permanent basis	Department for Academic Affairs Administration	December Information			
			<b>17.1.3. Monitoring and controlling the quality of teaching</b> <ul style="list-style-type: none"> <li>Regularly auditing teaching competencies and developing recommendations</li> <li>Feedback analysis</li> </ul>	Within the year on a permanent basis	Department for Academic Affairs	December Information			
			<b>17.2 Implementation of the KPI rating system for departments, dean's offices, and structural divisions</b>						December
			<b>17.2.1 Implementation of the Comprehensive Development Program (CDP)</b> <ul style="list-style-type: none"> <li>Inclusion of rating indicators in the CDP</li> <li>Ensuring monitoring of indicator performance</li> <li>Development of KPIs for structural divisions</li> </ul>	Within the year on a permanent basis	Department of Strategic Development	December Results of the implementation of the comprehensive development program <ul style="list-style-type: none"> <li>Results of KPI achievement by structural divisions</li> </ul>			
18	Risk of a decline in the number of students graduating from vocational education and training programs, bachelor's, master's and doctoral programs	Vice-Rector for SEW	<b>18.1 Improving the educational environment</b>						
			<b>18.1.1 Creating a comfortable and accessible educational environment</b> <ul style="list-style-type: none"> <li>Creating conditions for individuals with special educational needs</li> <li>Creating creative spaces and comfort zones</li> <li>Investing in modern laboratories, platforms, and educational tools.</li> </ul>	Within the year on a permanent basis	Department for Academic Affairs Director for Infrastructure Development Department of the Youth Policy	December Information			
			<b>18.1.2 Implementing innovative teaching methods</b> <ul style="list-style-type: none"> <li>Modernizing educational programs incorporating current technologies and research.</li> <li>Regularly analyzing attendance and teaching quality, followed by recommendations.</li> </ul>	Within the year on a permanent basis	Department for AA Center of Professional Development	December Information			
<b>18.2 Social support of students</b>									

**ACTION PLAN FOR MANAGING KEY RISKS**

No.	Risk name	Risk owner	Action	Period of implementation	Responsible structural division	Deadline for reporting and form of completing		
			<b>18.2.1. Adaptation of first-year students</b> <ul style="list-style-type: none"> <li>psychological support for students.</li> <li>improving social security for students (housing, paid part-time jobs, benefits)</li> </ul>	Within the year on a permanent basis	Department of the Youth Policy	December Information		
			<b>18.2.2. Student monitoring and support</b> <ul style="list-style-type: none"> <li>regular analysis of expulsion reasons.</li> <li>identification of underperforming students;</li> <li>feedback system including sociological measurements</li> </ul>	Within the year on a permanent basis	Department for AA	December Information		
			<b>18.3 Improving the quality of graduate training</b>					
			<b>18.3.1 Aligning graduate training with labor market needs</b> <ul style="list-style-type: none"> <li>Integrating practice-oriented learning: incorporating practical classes, laboratory work, and project activities into the educational process, focusing on the real-world challenges of employers.</li> <li>Providing students with opportunities to gain practical experience during their studies.</li> <li>Developing soft skills: implementing training and courses on teamwork, communication, time management, critical thinking, and other key competencies.</li> <li>Continuously analyzing in-demand professions, changes in employer requirements, and necessary competencies.</li> </ul>	Within the year on a permanent basis	Departments, Department for AA	December Information		
			<b>18.3.2. Organizing student career support</b> <ul style="list-style-type: none"> <li>Conducting job fairs, professional conferences, and meetings with employers.</li> <li>Conducting familiarization tours of enterprises and organizations in the region.</li> <li>Strengthening departmental ties with production sites.</li> </ul>	Within the year on a permanent basis	Departments Center of Carrier and Employment	December Information		
19	Risk of non-compliance with internal regulations and labor discipline of teaching staff and employees	Chairman of the Board, Rector	<b>19.1. Information and educational measures</b> <ul style="list-style-type: none"> <li>Informational events on job responsibilities, internal regulations, and responsibilities.</li> <li>Timely familiarization of employees with changes to internal documentation related to internal regulations and labor discipline.</li> </ul>	Within the year on a permanent basis	Administration	December Information		
			<b>19.2 Course control and monitoring</b> <ul style="list-style-type: none"> <li>Monitoring faculty activity and student feedback.</li> <li>Monitoring the fulfillment of professional responsibilities.</li> </ul>	Within the year on a permanent basis	Center of professional Development	December Information		

**ACTION PLAN FOR MANAGING KEY RISKS**

No.	Risk name	Risk owner	Action	Period of implementation	Responsible structural division	Deadline for reporting and form of completing
			<b>19.3 Employee motivation and engagement</b> <ul style="list-style-type: none"> <li>Rewarding proactive and responsible employees (certificates, public recognition).</li> </ul>	Within the year on a permanent basis	Administration	December Information
20	Risk of insufficient centralized management of innovation projects	Vice-Rector for Research	<b>20.1 Development of management regulations and methodologies</b> <ul style="list-style-type: none"> <li>Implementation of a KPI system</li> </ul>	Within the year	Department of Science and Innovation	December Information
			<b>20.2 Developing the competencies of project managers and participants</b> <ul style="list-style-type: none"> <li>Consulting for project managers and researchers on modern innovation management methods.</li> </ul>	Within the year		
21	Risk of a decrease in the number of students enrolled in additional education programs	Vice-Rector for SDI	<b>21.1 Demand analysis and program updates</b> <ul style="list-style-type: none"> <li>Monitoring labor market needs and adjusting programs to meet current employer requirements (e.g., joint educational projects with industrial partners).</li> <li>Surveys among students, graduates, and employers to identify in-demand competencies.</li> </ul>	Within the year	Department for AA Institute of Continuous Education	December Information
			<b>21.2 Increasing the attractiveness of programs</b> <ul style="list-style-type: none"> <li>Practice-oriented modules (case studies, project work).</li> </ul>	Within the year	Institute of Continuous Education	December Undated content of the courses including methods and forms of teaching
			<b>21.3 Improving marketing strategy and promotion</b> <ul style="list-style-type: none"> <li>Creating targeted advertising campaigns (targeted advertising, social media promotion, email newsletters, webinars).</li> <li>Loyalty programs and discounts for university students, graduates, and corporate clients.</li> </ul>	Within the year	Department of PR and Marketing Institute of Continuous Education	December Loyalty programs and flexible pricing policy
			<b>21.4 Developing corporate and international cooperation</b> <ul style="list-style-type: none"> <li>Developing corporate educational programs at the request of employers.</li> <li>Implementing retraining and professional development programs for corporate employees.</li> </ul>	Within the year	Institute of Continuous Education	September, December Programs of additional education at the request of employers
22	Risk of violation of qualification requirements	Vice-Rector for SDI	<b>22.1 Compliance</b> <ul style="list-style-type: none"> <li>Regularly conduct briefings and training for employees on sanitary standards and fire safety.</li> <li>Develop and update internal regulations that comply with current sanitary standards and fire safety requirements.</li> </ul>	Permanently	Director for Infrastructure Development	December Information

**ACTION PLAN FOR MANAGING KEY RISKS**

No.	Risk name	Risk owner	Action	Period of implementation	Responsible structural division	Deadline for reporting and form of completing
			<ul style="list-style-type: none"> <li>• Ensure the uninterrupted operation of ventilation, fire extinguishing systems, alarms, and evacuation lighting.</li> <li>• Regularly inspect and replace faulty equipment (electrical wiring, water supply and sewerage systems, ventilation).</li> <li>• Monitor the condition of evacuation routes (accessibility, freedom from obstruction).</li> <li>• Scheduled and unscheduled internal inspections of compliance with sanitary standards and fire safety requirements.</li> </ul>			
23	The risk of administrative, corruption and criminal violations by students and staff	Vice-Rector for SEW	<p><b>23.1 Implementation of anti-corruption policy</b></p> <ul style="list-style-type: none"> <li>• Compliance with anti-corruption legislation</li> <li>• Conduct preventive measures in accordance with the plan</li> <li>• Continuous interaction and feedback with students</li> </ul> <p><b>23.2 Implementation of the legal awareness plan</b></p>	Permanently	Anti-corruption service	December Information
24	The risk of mismatch between developed AI agents and real management and educational tasks	Vice-Rector for Digitalization	<p><b>24.1 Formalization of AI agent requirements</b></p> <ul style="list-style-type: none"> <li>• Approval of a standard AI agent passport (goal, process, user, expected effect, performance indicators).</li> </ul> <p><b>24.2 Assignment of process owners</b></p> <ul style="list-style-type: none"> <li>• Assignment of responsible structural units and officials for each AI agent</li> </ul> <p><b>24.3 Pre-launch review of ai initiatives</b></p> <ul style="list-style-type: none"> <li>• Preliminary review of AI projects by a collegial body.</li> <li>• Pilot implementation.</li> </ul>	Within the year on a permanent basis	AI Institute	December Information
25	Risk of formal implementation of AI without managerial and educational impact	Vice-Rector for Digitalization	<p><b>25.1 Regular assessment of AI performance</b></p> <ul style="list-style-type: none"> <li>• Periodic analysis of the use of AI solutions and the degree to which stated goals are achieved.</li> <li>• Linking AI initiatives to the university's strategic goals.</li> <li>• Implementation of AI projects only within the framework of the university's approved development priorities.</li> </ul>	Within the year on a permanent basis	AI Institute Department of Strategic Development	December Information

**ACTION PLAN FOR MANAGING KEY RISKS**

No.	Risk name	Risk owner	Action	Period of implementation	Responsible structural division	Deadline for reporting and form of completing
26	Risk of reduction in profitability from the university's research activities	Vice-Rector for Research	<p><b>26.1 Increasing the number of scientific projects and programs implemented at the request of external consumers, including within the framework of international cooperation</b></p> <p><b>26.2 Increasing the number of projects based on grant and other funding, aimed at commercializing research projects</b></p>	Within the year on a permanent basis	Department of Science and Innovation	December Information
27	Risk of uncontrolled use of AI by students and faculty	Vice-Rector for Digitalization	<p><b>27.1 Regulating the Use of AI</b></p> <ul style="list-style-type: none"> <li>• Developing and approving an internal regulatory document governing the rules and procedures for using AI at the university</li> <li>• Including provisions on AI in the Code of Academic Integrity and Academic Policy</li> <li>• Training and informing faculty and students</li> </ul>	Within the year on a permanent basis	AI Institute Department for Academic Affairs	December Information

**ACTION PLAN FOR MANAGING KEY RISKS**

**2. Actions within the System of risk management and internal control**

No.	Action	Period	Responsible division	Form of completing
<b>1. Forming risk culture of the University employees</b>				
1.	Organizing risk management training "Risk Management in Higher and Postgraduate Education Institutions" for all categories of university employees.	Within the year	Center of Sustainable Development Institute of Continuous Education	Report
2.	Focus group studies with risk owners: an analysis of the current development of the company's risk culture.	June 2026	Center of Sustainable Development	Analytical report and corrective action plan to improve risk culture
<b>2. Risk management integration into the system of corporate government</b>				
3.	Amendments to the risk management and internal control policy	March 2026	Center of Sustainable Development	Risk management and internal control policy
4.	Working with risk owners to prepare self-reports on risk management and the effectiveness of measures taken	March 2026	Center of Sustainable Development, Risk owners	Risk owner self-reports (report submission to the ARMS)
5.	Analysis of risk owner self-reports on the effectiveness of risk prevention and response measures (Quarter 1)	April 2026	Vice-Rector for SDI, Center of Sustainable Development	Risk management report for Quarter 1
6.	Updating risk prevention and response action plans	May 2026	Center of Sustainable Development, Risk owners	Completing the ARMS
7.	Reassessment of current risks based on monitoring results and the number of registered incidents	June 2026	Center of Sustainable Development	Analytical report
8.	Analysis of risk owner self-reports on the effectiveness of risk prevention and response measures (Quarter 2)	September 2026	Vice-Rector for SDI, Center of Sustainable Development	Risk management report for Quarter 2
9.	Analysis of registered incidents. Verification of the effectiveness of preventive measures	November 2026	Center of Sustainable Development	
10.	Analysis of risk owner self-reports on the effectiveness of risk prevention and response measures (Quarter 3)	November 2026	Vice-Rector for SDI, Center of Sustainable Development	Report section
11.	Analysis of risk management effectiveness in structural units	December 2026	Center of Sustainable Development	Analytical report on assessing the effectiveness of risk

**ACTION PLAN FOR MANAGING KEY RISKS**

				management in structural divisions. Updating the risk portfolio of structural divisions.
12.	Analysis of risk owner self-reports on the effectiveness of risk prevention and response measures (Quarter 4)	January 2027	Vice-Rector for SDI, Center of Sustainable Development	Risk management report for Q4