

STATEMENT OF RISK TOLERANCE, 2025

Khoja Akhmet Yassawi International Kazakh-Turkish University

1. General Provisions

This statement defines the level of risk that the University is willing to accept in achieving its strategic goals. The University is committed to ensuring sustainable development, minimizing the negative impact of risks, and improving the quality of educational and scientific processes.

2. Risk Management Principles

- **Balance between risks and opportunities** – acceptance of manageable risks for strategic development.
- **Minimization of harm** – reducing the probability and impact of adverse events.
- **Integrated approach** – integrating risk management into all levels of the management system.
- **Transparency and accountability** – ensuring open interaction with all stakeholders in risk assessment and management.

3. Risk Tolerance Level and Management Strategies

| Area | Risk Tolerance Level | Description | Risk Management Strategy |
|---------------------|----------------------|---|--|
| Financial Stability | Low | The University does not accept risks related to financial instability, budget cuts, or dependence on a single funding source. The priority is diversification of income streams. | Risk Avoidance – strict financial control, creation of an endowment fund, budget optimization. |
| Academic Activities | Medium | The University is willing to accept risks associated with the implementation of new educational programs, increasing academic mobility, and expanding educational areas. However, the quality of education and reputation must be maintained. | Risk Reduction – monitoring program quality, analyzing labor market demands, aligning curricula with international standards. |
| Scientific Research | Medium | The University is ready to invest in innovative research, provided there are risk assessment mechanisms in place. | Risk Acceptance – development of scientific clusters, participation in grant programs, support for start-ups and commercialization of research. |

| Area | Risk Tolerance Level | Description | Risk Management Strategy |
|-----------------------------------|----------------------|---|--|
| Clinical Activities | Low | High standards are applied to medical education quality and patient safety. The decline of clinical training standards is unacceptable. | Risk Avoidance – ensuring compliance with international medical education standards. |
| Digital Transformation | Medium | The University is ready to accept moderate risks associated with implementing new IT technologies, provided data security is ensured. | Risk Reduction – ensuring cybersecurity, implementing digital solutions gradually with efficiency testing. |
| Human Resources Management | Medium | The University considers risks related to recruiting foreign specialists and updating the academic workforce. | Risk Transfer – partnerships with leading international universities, staff training programs, attracting external experts. |

4. Zero-Tolerance Risks

The University has **zero tolerance** for the following risks:

| Risk | Description | Risk Management Strategy |
|--|--|--|
| Violation of academic integrity | Plagiarism, falsification of scientific data, corruption in the educational process. | Risk Avoidance – strict adherence to academic ethics, plagiarism detection systems, strict disciplinary measures. |
| Threats to student and staff safety | Failure to comply with safety regulations in laboratories and campus facilities. | Risk Avoidance – strict compliance with safety regulations and regular audits. |
| Financial instability and loss of key funding sources | Misallocation of budget, excessive dependence on external funding. | Risk Avoidance – financial planning, enhanced auditing and monitoring. |
| Decline in the quality of education | Non-compliance of educational programs with national and international standards. | Risk Avoidance – ongoing quality monitoring, independent accreditation. |
| Cyberattacks and data breaches | Violation of the security of student, faculty, and administrative information systems. | Risk Avoidance – implementation of cybersecurity measures and data protection protocols. |
| Loss of institutional status or international recognition | The University being excluded from rankings, termination of key partnerships. | Risk Avoidance – maintaining a strong institutional reputation, active participation in international projects. |

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| Violation of the laws of the Republic of Kazakhstan and international regulations | Non-compliance of University policies and operations with legal requirements. | Risk Avoidance – legal compliance audits, ensuring adherence to legal frameworks. |
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5. Risk Response Policy

Depending on the level of risk, the University applies the following strategies:

- **Risk Avoidance** – refraining from actions that may lead to unacceptable consequences.
- **Risk Reduction** – implementing measures to decrease the probability and impact of risks.
- **Risk Transfer** – using insurance, partnerships, or other mechanisms to minimize negative impacts.
- **Risk Acceptance** – consciously managing risks when their consequences are not critical and can be offset by benefits.

6. Final Provisions

This statement serves as the foundation for the University's management decisions. All academic and administrative units must adhere to risk management principles and implement measures to minimize threats. The document is subject to revision based on changes in the internal and external environment.