

**"UNEC - 100"**  
**DEVELOPMENT**  
**STRATEGY**  
**(2019-2030)**

*UNEC - the beginning of a  
successful path...*

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## **PRESENTATION**

*Today, Azerbaijan State University of Economics (UNEC) is moving towards the future, based on its great historical past and current potential. In accordance with the requirements of the development strategies of education and economy in the country, it presents the "UNEC 100" Development Strategy for the period until 2030, when it will celebrate its 100th birthday. This strategy was drawn up on the basis of the "State Strategy for the Development of Education in the Republic of Azerbaijan" and "Strategic Roadmap for the perspective of the national economy of the Republic of Azerbaijan" approved by the President of the Republic of Azerbaijan, Mr. Ilham Aliyev, and a comprehensive analysis of the current situation of UNEC on scientific grounds.*

*Our university aims to be among the best 500 universities in the world in 2030, when it will celebrate its 100th anniversary by realizing the 7 strategic purposes and 31 strategic goals provided for in the "UNEC 100" Development Strategy. The increasing potential of UNEC, the day by day developing economy of our country and the strengthening international reputation are the main factors that determine our confidence that this vision will become a reality. This Strategy, which we will implement with the joint efforts of the UNEC staff, our partners, and our numerous graduates, will make UNEC, which will celebrate its 100th anniversary in 2030, provide high-quality higher education, conduct original research, provide extensive social services, establish effective relations with business, and have an effective management system. , intends to turn it into an internationalized and modern university with a high international rating.*

*I call on the UNEC staff and all UNEC lovers to unite their efforts for the realization of this strategy under the motto "UNEC - the beginning of a successful path", and I wish all of us success on this path.*

# ABOUT UNEC

## History

The foundation of the Azerbaijan State University of Economics was laid on June 19, 1930 with the establishment of the Azerbaijan Trade Cooperation Institute.

During the Soviet era, this institution of higher education, which operated with the aim of providing highly qualified personnel in economics, finance, statistics, accounting and other fields to the socialist economy of Azerbaijan, became the Azerbaijan State Institute of Economics in 1990 and continued its activities under this name in independent Azerbaijan for a certain period of time.

On June 13, 2000, the Azerbaijan State University of Economics was established on the basis of the Azerbaijan State Institute of Economics and the Baku Institute of Commodity Studies by Decree No. 349 of the President of the Republic of Azerbaijan Heydar Aliyev. By the order of President Heydar Aliyev dated June 12, 2002, Azerbaijan State University of Economics was granted the status of self-government.

On June 21, 2017, by the order of the President of the Republic of Azerbaijan, the reorganization of the Azerbaijan State University of Economics began by turning it into the Azerbaijan State University of Economics under the Ministry of Education of the Republic of Azerbaijan with the status of a public legal entity.

Azerbaijan State University of Economics has passed a great path of development. Since January 21, 2016, the University has been operating in the educational services market under the state-registered UNEC brand, and is currently the main higher education institution that provides the economy of Azerbaijan with highly qualified personnel in economics and management. Today, the University is the largest economy-oriented higher education institution in the Caucasus with 4 educational buildings and 1 college in the city of Baku, branches and a base school in the city of Darbend of the Russian Federation and Zagatala region of Azerbaijan. The University, which provides educational services in 4 languages at the bachelor's, master's and doctoral levels of higher education, is currently the 5th best economy-oriented university in the "Developing Europe and Central Asia region" according to the report of the prestigious QS Rating Agency.

## Activity directions

*Education.* UNEC provides educational services for secondary, bachelor, master (including MBA), doctorate, second education and additional education programs. Currently, UNEC is the only higher education institution in the country that provides education in 4 languages - Azerbaijani, Turkish, Russian, and English. Based on the "E-university" project, the teaching process at UNEC has been completely electronicized. At the same time, for the first time in Azerbaijan, it has a distance learning center that meets international standards and a modern library that operates 24/7.

In cooperation with prestigious foreign universities, the university implements many double degree programs, student and teacher exchange programs. The process of admission of foreign students to UNEC is carried out completely electronically over the Internet.

In order to improve the quality of education, UNEC continuously pays special attention to the improvement of curricula and programs, the use of modern technologies

in teaching, and the improvement of the professional skills of professors and teachers.

*Research.* Scientific researches at UNEC are carried out in research institutes, innovative business incubators, departments, research centers and laboratories. Scientific journals and a virtual economic forum of the university are available. In order to stimulate scientific research, the UNEC Research Fund, a differential salary system, and a reward system for publishing articles in prestigious journals operate. UNEC scientists carry out scientific research projects based on grants from national and international donor organizations, orders from individual state and private companies,

they spend also, in recent years, the number of works of UNEC scientists published in publications included in prestigious scientific databases such as "Web of Science", "Scopus" is increasing rapidly.

In order to increase research potential and become a research university, UNEC attaches great importance to improving research infrastructure, publishing scientific works in prestigious publications, implementing scientific-research grant projects, developing master's and doctoral education, and protecting intellectual property rights.

*Social service.* The Public Union "Supporting the Scientific Activity of Economic Students", the Student Scientific Society, the Student-Youth Organization, the Committee of the Student Trade Union, the Public Union "Supporting Economic Students" and other student organizations, which operate at UNEC, implement a large number of different social responsibility projects every year.

"Inclusive education center" of the university periodically implements events and projects in order to integrate students with disabilities into society and create equal educational opportunities for them.

Within the framework of cooperation with NGOs related to different social problems, UNEC conducts a large number of training events and companies. Also, it regularly carries out economic education work in the press with numerous expert staff.

## **Resources**

*Human resources.* The main part of economic scientists in Azerbaijan works at UNEC. In recent years, hundreds of young people who studied abroad have been involved in scientific and pedagogical activities at UNEC. UNEC attaches special importance to improving the professional skills of its employees and organizes various seminars, trainings, winter and summer schools for this purpose throughout the year. In addition, dozens of UNEC teachers participate in experience exchange programs with prestigious foreign universities every year.

*Information resources.* UNEC's "www.unec.edu.az" website is in the first place in the rating table of websites of higher education institutions of the country determined by "Webometrics" agency. This page, which has rich information resources, is widely used by both internal and external users of the university.

All buildings of the university are provided with broadband internet. The "E-university" and "E-document circulation" systems implemented in UNEC have enabled 100% electronicization of the entire educational process and document circulation in the university.

University employees have access to scientific platforms such as "Web of Science", "Ebsco". At the same time, UNEC has a modern library system that works 24/7 hours a day.

*Financial resources.* UNEC's financial resources are formed from three main sources: 1) Education fees paid by the state for state-ordered students; 2) Tuition fees paid by students studying on a paid basis; 3) Other income provided by law.

*Infrastructure.* UNEC has 4 educational buildings, canteens, gyms and a polyclinic located in Baku. At the same time, it owns the "Guba educational, sports and recreation complex" in the territory of Guba region. Modern conference halls are available in all educational buildings of the university.

**SWOT analysis**

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>● Its economic profile allows close cooperation with business;</li> <li>● Having a material and technical base for the organization of education that meets high standards;</li> <li>● Location of educational buildings in convenient areas of Baku;</li> <li>● Having the absolute majority of highly qualified scientific personnel in economics in the country;</li> <li>● Having a developed motivational system;</li> <li>● Being the only higher education institution in the country that provides education in 4 languages;</li> <li>● Being the only higher education institution with a branch outside the country;</li> <li>● Having a strong student volunteer movement;</li> <li>● High level of student initiatives;</li> <li>● Having an army of successful and influential graduates;</li> <li>● Having a developed PR infrastructure.</li> </ul>	<ul style="list-style-type: none"> <li>● Having a monopoly on economic education in the country;</li> <li>● Failure to raise the quality of education to a sufficient level;</li> <li>● Lack of ample scholarship opportunities and accommodation for students;</li> <li>● The fact that scientific research institutes, centers and laboratories cannot become "brain centers" in the true sense;</li> <li>● Inadequate consulting services for government and business;</li> <li>● Failure of academic publications to become "first category" publications at the international and national level;</li> <li>● Insufficient number of scientific works published in authoritative publications;</li> <li>● Insufficient number of grant projects won;</li> <li>● Insufficient number of specialized student organizations;</li> <li>● Insufficient level of educational resources and public lectures open to the general public;</li> <li>● Lack of communication with graduates at a sufficient level;</li> </ul>
<b>Opportunities</b>	<b>Threats</b>

<ul style="list-style-type: none"><li>● Having a strong political will and relevant state programs for the development of higher education in the country;</li><li>● The developing international relations of the country pave the way for multifaceted international cooperation of universities;</li><li>● Expanding the opportunities for university-business cooperation in the development of the non-oil sector;</li><li>● Increasing demand for higher education and quality personnel in the country;</li><li>● The return of foreign university graduates to the country allows enriching the personnel potential of universities;</li><li>● Increasing demand for social services of universities, especially lifelong education services;</li><li>● Technological development opens wide opportunities for better quality education;</li><li>● Preference to specialized universities in the country;</li><li>● Abolition of the fee-based enrollment plan will increase the financial stability of universities;</li><li>● Provision of creation of university campuses and special purpose capital funds in state programs;</li><li>● Intensification of legislative improvement;</li><li>● Strengthening of stakeholders' desire for a more developed UNEC;</li></ul>	<ul style="list-style-type: none"><li>● Increasing competition in quality higher education;</li><li>● Formation of the main part of the budget from tuition fees;</li><li>● Persistence of the old "narcissus" image at a certain level in public consciousness;</li><li>● Increase in cybercrime attempts against information systems.</li></ul>
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# MISSION, VISION OF THE FUTURE AND CORE VALUES

## **Mission**

"Conducting high-quality research, teaching and providing social services based on universal values for the sake of the country and humanity"

## **Vision of the future**

"To become one of the top 500 universities in the world at the age of 100"

## **The main values**

UNEC is committed to the following values in order to properly fulfill its mission and turn its vision into reality:

*Academic freedom:* UNEC members are committed to scientific principles in research, teaching and social service activities.

*Academic ethics:* UNEC maintains academic ethics and respects copyright in all its activities.

*Eligibility:* UNEC creates equal opportunities for everyone in holding academic and administrative positions and gives preference to the more deserving.

*Transparency:* UNEC carries out its activities in a way that is open to the observation of all interested parties.

*Perfection:* UNEC members always strive for excellence in all their activities.

*Quality:* UNEC adheres to the principle of high quality in all its activities.

*Participation:* UNEC member management for effective management provides active participation in the stages.

*Respect for differences:* UNEC respects the different opinions of all its stakeholders.

*Thinking of the public interest:* UNEC carries out all its activities considering the interests of the society first.

*Environmental sensitivity :* UNEC members strive to preserve ecological balance for the sake of sustainable development.

# STRATEGIC GOALS, OBJECTIVES AND ACTIVITIES

## STRATEGIC OBJECTIVE 1. BECOME A HIGH-QUALITY CENTER OF HIGHER EDUCATION

**Strategic goal 1.1.** By 2030, to continuously increase the number of high-scoring applicants who choose UNEC and increase the average passing score for UNEC to 500.

*Strategic activities:*

- Supporting measures that serve to improve the quality of secondary education in the country;
- Continuous promotional events of UNEC educational programs in the country on the picture expansion and increasing efficiency;
- Providing scientific-methodical support to secondary schools in order to increase the number of base schools of UNEC and to form primary economic knowledge in students.

**Strategic goal 1.2.** By 2030, the necessary knowledge and skills of those studying the educational process (sufficient specialized knowledge, analytical and empirical analysis skills, critical and solution-oriented thinking, high academic writing skills, ICT use skills, foreign language skills, leadership and team work skills) ) to constantly improve at the level that will allow to form.

*Strategic activities:*

- Full adjustment of the list of specialties, educational standards, plans and programs to the progressive world experience and the requirements of the labor market;
- Increasing the number of elective subjects in educational plans;
- Ensuring the choice of the teacher by the student;
- Reducing the active teaching load of teachers;
- Reducing the number of students per teacher to the international standard of 1/16;
- Ensuring more effective and efficient conduct of subjects in all specialties;
- Increasing the effectiveness of "orientation days", forming and teaching a short-term subject in order to ensure the adaptation of new students to the university;
- Formation of teacher-mentor and student-mentor institutes throughout the university;
- Developing students' academic writing and speaking skills;

- Foreign language teaching has been fundamentally changed and adaptation to the progressive world experience;
- Expanding the involvement of students in international exchange programs;
- Improving students' ability to use modern computer software packages;
- Expanding the use of innovative training methods;
- Improving the organization of students' practice;
- Improvement of teaching information provision, especially development of teaching resources in Azerbaijani language;
- Building a modern library network working 24/7.

**Strategic goal 1.3.** By 2030, ensure that all of UNEC's educational programs undergo international accreditation.

***Strategic activities:***

- Strengthening relations with international accreditation bodies;
- To the requirements of international accreditation bodies of educational programs adaptation.

**Strategic goal 1.4.** By 2030, to continuously increase the scholarship opportunities of students and provide them with the opportunity to use the dormitory.

***Strategic activities:***

- Establishing named scholarships for students at the expense of the university's internal resources;
- Establishment of scholarships for students at the expense of financing of state institutions and businessmen;
- Provision of accommodation for students by building or renting new student accommodation.

**Strategic goal 1.5.** By 2030, to become the university offering the widest range of distance education services in the country and region.

***Strategic activities:***

- Forming a Distance Education Center that meets modern standards;
- Offering some general subjects in the distance learning plan;
- Offering fully distance learning programs.

**Strategic goal 1.6.** Until 2030, to continuously increase the level of professionalism of professors and teachers and to continuously increase the share of professors and teachers under 40 years of age.

***Strategic activities:***

- Formation of assistantship institute;
- Rejuvenation of the structure of professors and teachers at the expense of young people who studied abroad and grew up in the country within the framework of various programs;
- Providing support to young professors and teachers;
- Achieving freedom in awarding scientific degrees and scientific names;
- Constantly increasing the number and effectiveness of targeted trainings for professors and teachers;
- Continuously increasing the number of faculty involved in international

exchange programs;

- Constantly increasing the number of foreigners in the teaching staff;
- Stimulating the creation of various purpose councils and associations among professors and teachers.

## **STRATEGIC OBJECTIVE 2. BECOME A RESEARCH UNIVERSITY**

**Strategic goal 2.1.** By 2030, master's and doctoral education should be fully adapted to the experience of the progressive world.

### ***Strategic activities:***

- Modernization of educational plans and programs based on progressive experience;

- Ensuring the international accreditation of educational programs at the master's level;
- Dissertation topics of national economy and current science to their problems ensuring adequacy;
- Involvement of master's and doctoral students in scientific research at the university;
- Establishing a mechanism for selecting academic leaders from prestigious universities;
- Forming the habit of respecting copyright among master's and doctoral students.

**Strategic goal 2.2.** By 2030, create at least one nationally and internationally rated "brain center".

*Strategic activities:*

- Increasing the number of scientific research staff and improving their professionalism;
- Improving the work of research institutes, centers and laboratories, cadre strengthening its potential and material and technical base;
- Establishment of research and consulting centers on new directions of science;

**Strategic goal 2.3.** Increase the number of research projects carried out on the basis of orders and grants every year until 2030 and it brings to 20% of the UNEC budget.

*Strategic activities:*

- Increasing the contribution of research to solving global and national problems;
- Formation of mechanisms that will act as a bridge between UNEC researchers with local and foreign funds that finance science, as well as with client institutions;
- Increasing the number of applications to local and international research programs;
- Supporting participation in local and international collaborative research projects.

**Strategic goal 2.4.** By 2030, to annually increase the number of articles published in the most prestigious publications included in the scientific platforms "Web of Science" and "Scopus" and raise them to the level of leading universities in the country.

*Strategic activities:*

- Agile research that can conduct the high-quality research together groups formation;
- Creation of a support mechanism for their perfect translation into foreign languages for the publication of the conducted researches in authoritative

publications;

- In the mechanism of stimulating publication in authoritative publications improvement.

**Strategic goal 2.5.** By 2030, to establish and organize at least 2 prestigious international scientific events (conference, congress, forum, etc.), whose scientific reports are included in the "Web of Science" and "Scopus" databases.

*Strategic activities:*

- Reaching an agreement with international partner universities for the purpose of establishing a scientific event;
- Reaching an agreement with sponsors who will provide financial support for the scientific event;
- Organization of the scientific event consecutively once a year.

**Strategic goal 2.6.** To have at least 3 scientific journals included in "Web of Science" and "Scopus" databases by 2030.

***Strategic activities:***

- Reaching agreement with international partner scientists for the purpose of establishment of journals;
- Organization of periodical publication of magazines along with independent website.
- Establishing the activities of journals based on the requirements of relevant international indexes.

**Strategic goal 2.7.** To organize a prestigious international student scientific conference of economist students once a year until 2030.

***Strategic activities:***

- Reaching an agreement with international partner universities for the purpose of establishing a scientific event;
- Reaching an agreement with sponsors who will provide financial support for the scientific event;
- Organization of the scientific event consecutively once a year.

**STRATEGIC GOAL 3. BECOME AN ENTREPRENEURIAL UNIVERSITY**

**Strategic goal 3.1.** Achieving an annual increase in the number of "start-ups" in the university until 2030.

***Strategic activities:***

- Expanding and improving the activity of the innovative-business incubator;
- Conducting "start-up" trainings among students and professor-teaching staff.
- Building "start ups" of professor - teaching staff in addition to students.

**Strategic goal 3.2.** Until July of 2030, increasing the university's patent applications and the number of commercialized patents every year.

***Strategic activities:***

- Establishing a centralized support mechanism for national and international patent applications of professor – teaching staff;
- Improving the work of the Technology Transfer Center.

**Strategic goal 3.3.** Increasing the number of research and innovation projects carried out jointly by UNEC and the business world every year until 2030.

***Strategic activities:***



- Conducting joint scientific research with the business world;
- Establishment of research centers and laboratories jointly with the business world;
- Building commercial enterprises in partnership with the business world.

**STRATEGIC OBJECTIVE 4. BECOME A LEADING UNIVERSITY IN SOCIAL SERVICES**

**Strategic goal 4.1.** Implement at least one social responsibility project at the national level every year until 2030.

***Strategic activities:***

- Implementation of social projects that serve to increase the value given by the society to the scientific approach and scientific development;
- Implementation of social projects that serve the development of environmental awareness in society;

- Dedicated to the study of the current social problems of society research implementation of projects.

**Strategic goal 4.2.** Until 2030, to continuously improve the transfer mechanisms of the knowledge and experience gathered at UNEC to the society.

*Strategic activities:*

- Establishment of communication mechanisms that serve to share the results of scientific researches, organized scientific events and projects with the society in a popular language and style;
- Formation of open educational resources for society, organization of lectures and seminars and their distribution over the Internet;
- Improvement of media contact mechanisms of UNEC experts.

**Strategic goal 4.3.** By 2030, provide educational services for at least five lifelong learning programs.

*Strategic activities:*

- Organization of educational programs dedicated to different social problems of the society;
- Short-term service to the various needs of the business world certificate organization of programs;
- Organization of educational programs serving the education of the elder people.

**Strategic goal 4.4.** To constantly improve the organizational mechanism and social conditions of students until 2030.

*Strategic activities:*

- Increasing the number of specialized student organizations;
- Formation of Student Senate and Student Audit;
- Application of student-university-parent tripartite communication model;
- Supporting students' career development;
- Organizing events that serve to spread multicultural values among students;
- Provision of psychological support services to students;
- Increasing the number and variety of students' social projects and their ensuring sustainability.

**Strategic goal 4.5.** Constantly improve the mechanism of communication with graduates until 2030.

*Strategic activities:*

- Establishment of Alumni Association;
- Establishment of Graduate Houses;
- Conducting graduation days;
- Establishment of a systematic communication mechanism with honorary graduates;
- Establishing a communication mechanism with graduates in the career center;
- Inviting graduates to significant events;
- Forming an electronic database of graduates.

## **STRATEGIC OBJECTIVE 5. BECOME AN INTERNATIONAL UNIVERSITY**

**Strategic goal 5.1.** To increase the share of foreigners to 10 % in the number of UNEC admissions by 2030.

***Strategic activities:***

- Taking measures to improve the image of UNEC in the target countries;
- Opening UNEC reception offices in target countries;
- Establishing effective and efficient relations with international intermediary education companies;
- Expansion of student admission opportunities based on the results of international status exams for admission to higher schools.

**Strategic goal 5.2.** Constantly increase the number of students, teachers and administrative staff participating in international exchange programs until 2030.

***Strategic activities:***

- Establishing an effective office for foreign students;
- Determining the status of international exchange students and simplifying the procedures for them;
- Creating an opportunity for foreign students and teachers to learn the Azerbaijani language;
- Creation of a foreign language education opportunity for academic and administrative staff;
- Increasing the effectiveness of relations with international partners;

**Strategic goal 5.3.** Continuously increase the number of international double degree programs to 10 by 2030.

***Strategic activities:***

- Increasing the number of international double degree programs at the expense of prestigious universities;
- Formation of international double diploma programs at the master's and doctoral levels of education.

**Strategic goal 5.4.** Continuously increase the number of English-language education programs by 2030.

***Strategic activities:***

- Forming a Foreign Language Center that meets modern standards;

- Offering preparatory programs in English for students.

**STRATEGIC OBJECTIVE 6. TO HAVE A UNIVERSITY MANAGEMENT SYSTEM WITH MORE FLEXIBILITY AND HIGHER EFFICIENCY**

**Strategic goal 6.1.** To fully implement strategic management in the university by 2030.

*Strategic activities:*

- Approval of "UNEC 100" development strategy;
- Approval of action plans of all administrative and academic structures in accordance with the "UNEC 100" development strategy;
- Formation and implementation of the monitoring and control mechanism of strategic management.

**Strategic goal 6.2.** Continuous improvement of efficiency in human resource management until 2030.

*Strategic activities:*

- Academic and administrative in line with the university's operational directions staff ensuring its formation and sustainability;
- Preparation of job instructions for academic and administrative staff;
- Development of professional training of academic and administrative staff through training programs;
- Continuous development of work load and performance measurement systems of academic and administrative staff;
- Consideration of performance indicators in career advancement;
- Continuous improvement of labor motivation systems;
- Adjustment of wage growth at least to the level of inflation;
- Academic and administrative continuous staff satisfaction level control under maintenance.

**Strategic goal 6.3.** Continuous improvement of financial management efficiency by 2030.

*Strategic activities:*

- Diversification and increase of financial sources of the university;
- Directing free financial resources to efficient investments;
- Gaining freedom in determining tuition fees;
- Minimizing bureaucracy in allocating financial resources;
- Increasing the role of faculties in the management of financial resources;
- Development of UNEC research fund;
- Establishment of the UNEC Endowment Fund;
- Extensive use of internal and external audit mechanisms.

**Strategic goal 6.4.** Continuously improve efficiency of information resources in management until 2030.

*Strategic activities:*

- Construction of Management Information System;
- Improving the security and quality of the provided electronic services;
- Support of mobile applications;

- Increasing "online" services and creating free Wi-fi areas;
- Providing access to scientific bases like "Scopus", "Ebsco";
- Ensuring the integration of the provided electronic services among themselves and with external systems.

**Strategic goal 6.5.** Optimizing the university management structure until 2030.

*Strategic activities:*

- Completion of the process of formation of administrative management structures based on functionality;
- Completion of the process of formation of mega faculties;
- Completion of the transition from the chair system to the departmental system.

## **STRATEGIC GOAL 7. HIGHLY INTERNATIONAL RATING CONVERTING UNIVERSITY**

**Strategic goal 7.1.** To become one of the top 1000 universities in the world at the age of 90, and one of the top 500 universities at the age of 100.

### ***Strategic activities:***

- Active participation in seminars, exhibitions and other events organized by QS and other reputable rating organizations;
- Hosting international level events organized by QS and other prestigious rating organizations;
- Constant consideration of the requirements of QS and other prestigious rating organizations at all levels of university management.

## **FINANCING**

"UNEC 100" development strategy will be implemented with the financial support of UNEC's own funds, grants and sponsors.

## **MONITORING AND EVALUATION**

Starting from 2019, monitoring and assessment of the achievement of the targets set in the "UNEC 100" development strategy will be carried out continuously, and appropriate measures will be taken to eliminate the shortcomings.

Academic and administrative structures of UNEC will prepare their strategic development plans in accordance with the "UNEC 100" development strategy. At this time, they choose the strategic goals of the university that are directly related to them as strategic goals, and their strategic activities as strategic goals. The evaluation of their activities will be done on the basis of these strategic plans.