

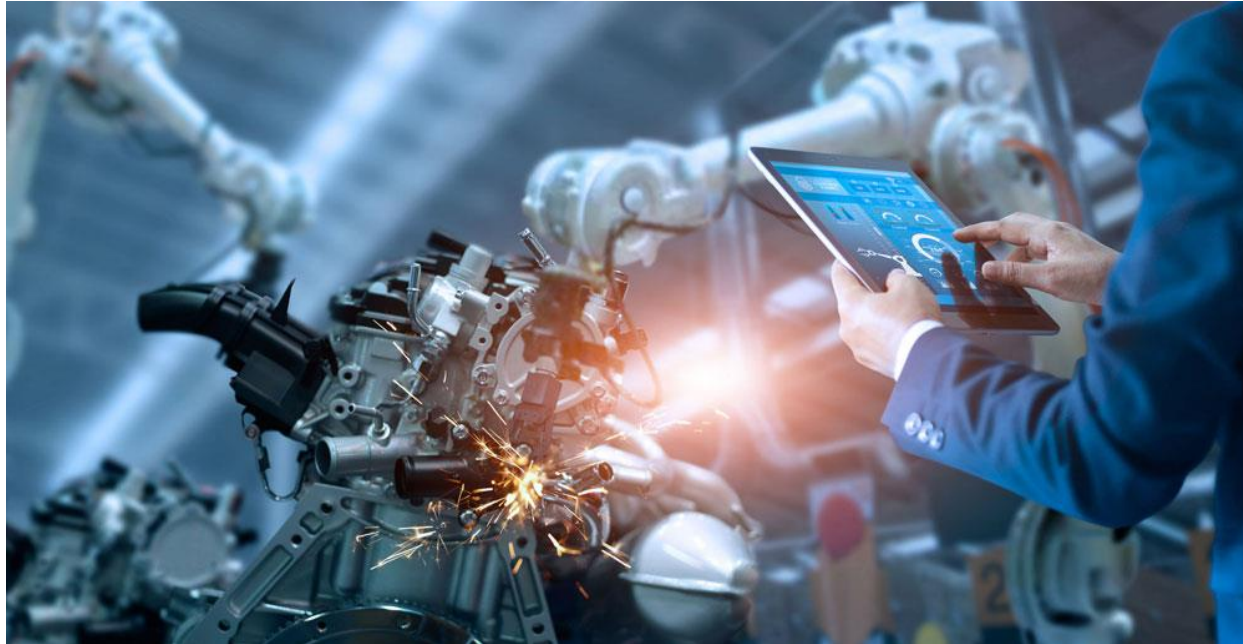
AZERBAIJAN TECHNICAL UNIVERSITY

STRATEGIC DEVELOPMENT PLAN

2024-2030

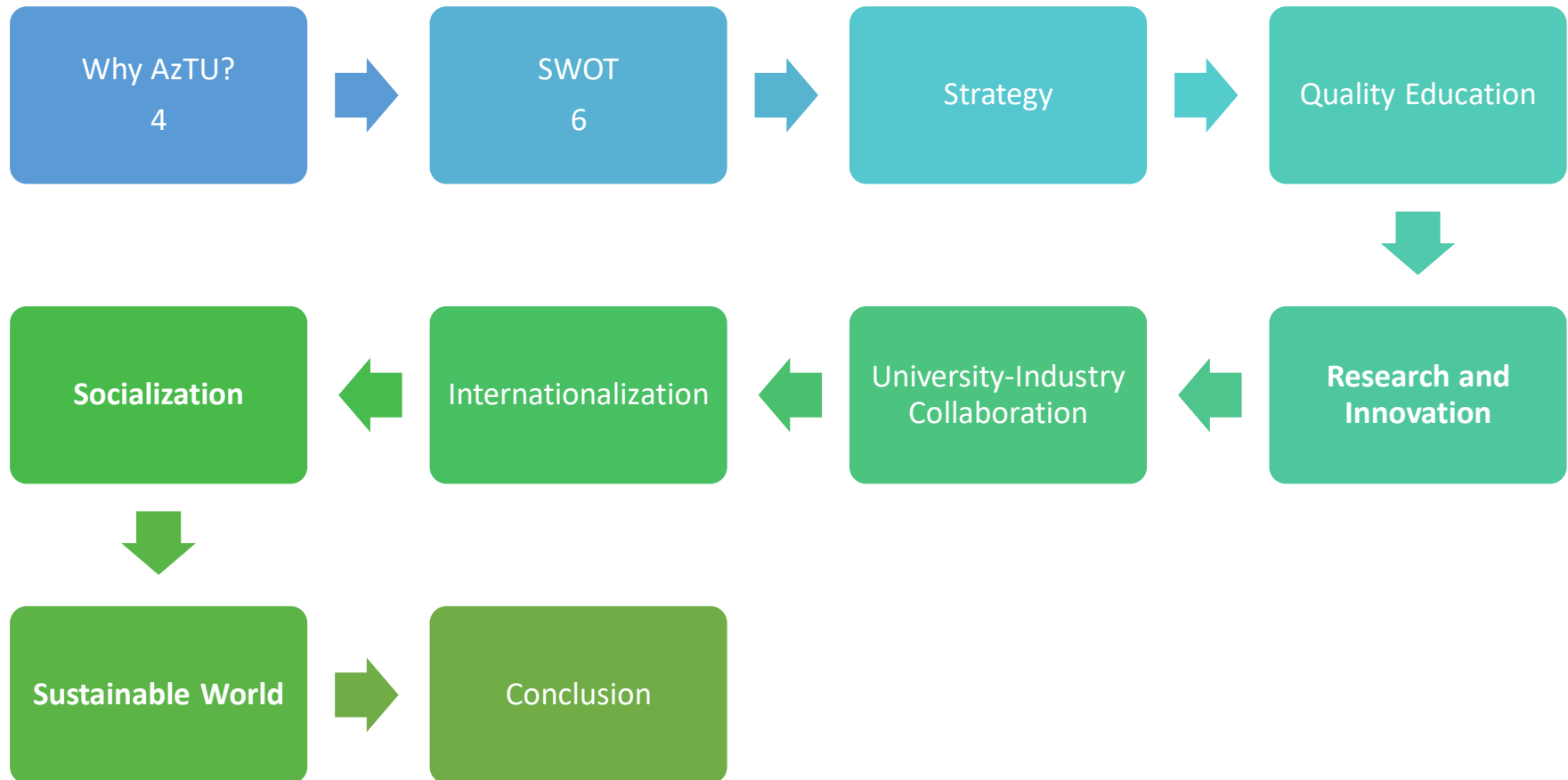
Initial document: Development strategy of Azerbaijan Technical University for 2021-2030.

Engineering the Future through Innovation and Technology



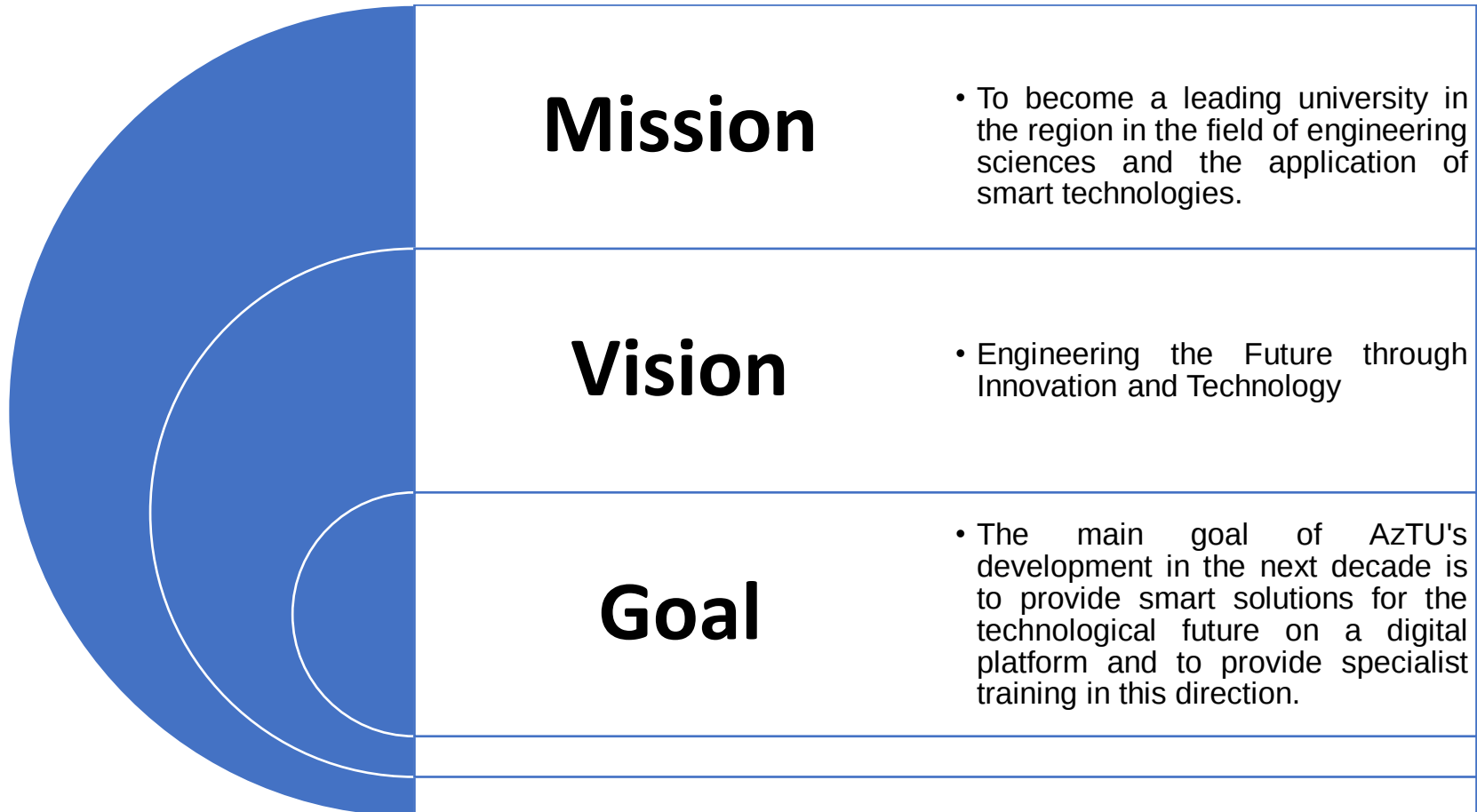
" Innovation and Change: Our University Towards 2030 "

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WHY AZTU?

Slogan: 3D design, development, deploy



SWOT Analysis

Strengths

- The presence of cooperation with leading universities and organizations (local and international) in the field of research and innovation at AzTU;
- The presence of a professional, experienced academic staff with the potential to participate in international education and research projects;
- Rich experience in dual diploma programs, Erasmus+, DAAD, including international projects funded by the European Union;
- The presence of an Electronic Education System that combines various technological capabilities, ensuring accessibility and agility in delivering educational resources to students;
- Having a tradition of training specialists in technical fields in Azerbaijan and the region;
- Establishing relations with new institutions in the direction of university-industry cooperation, expanding production and internship opportunities for students in technical specialties;
- Graduates holding leadership positions across various sectors of the industry.
- Successful collaboration with defense industry enterprises in personnel training and joint research initiatives.
- Establishment of new infrastructure to support innovations (e.g., Incubation and Acceleration Centers, etc.).
- Greater availability of updated professions and specialties directly at AzTU.

Weaknesses

- Organization of activities based on hierarchy between structures within AzTU, weak mutual cooperation, communication and accountability;
- Targets and sub-targets for the goals arising from the AzTU 2021-2030 Development Strategy document are not reflected in the activities at the level of faculties, departments, and centers;
- Weak coordination of the activities of research institutes with departments and research laboratories;
- Although international projects, mobility programs and research are implemented at the university, the participation of academic staff in relevant projects is weak;
- Lack of provision of dormitory services for local and foreign students;
- Although international projects, mobility programs and research are implemented at the university, the participation of academic staff in relevant projects is weak;
- Lack of provision of dormitory services for local and foreign students;
- Lack of activities to determine the training needs of academic and administrative staff
- Weak organization of social activities (organizations, clubs, associations), inclusion, and psychological support at the university.
- Weak knowledge of foreign languages, lack of a unified teaching methodology for learning foreign languages.
- Weakness in utilizing and applying ICT and programming capabilities.

Opportunities

- Availability of the government support for scientific research;
- Development in the field of digitalization and ICT;
- Increased opportunities for international cooperation in the field of education and research;
- Socio-cultural activities;
- Availability of international funding sources and foreign investment opportunities.

Threats

- Limited financial resources;
- Increased competition in local and international higher education institutions;
- Rapid technological innovations and changes;
- Changing labor market demands;
- Declining interest of young people in research and education.

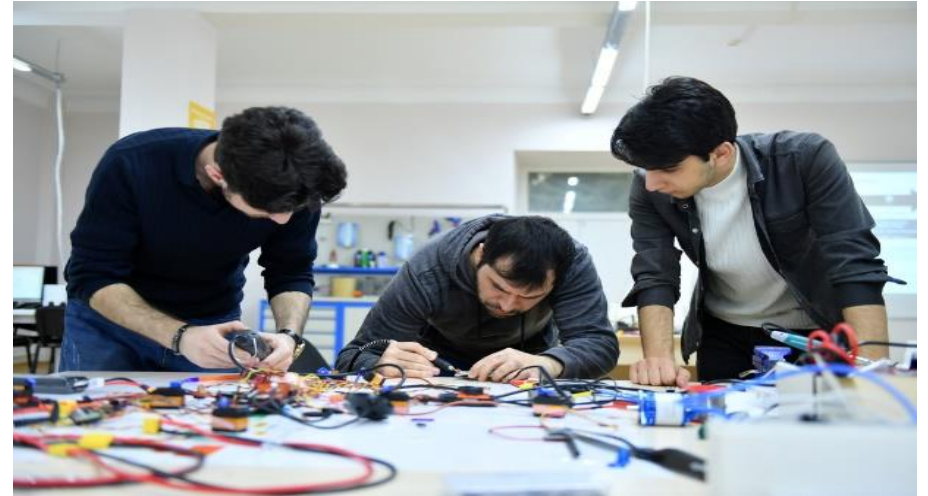
	COMPONENTS	RELEVANT ISSUES AND EFFECTS
P	POLITICAL FACTORS	• State policy: The policy and reforms of the Azerbaijani government in the field of education, state support. • International relations: The connection of relations with foreign universities to political and diplomatic relations. • Government support: Grants and financial support allocated by the state for research and development programs.
E	ECONOMIC FACTORS	• Economic situation: The general economic situation of the country, macroeconomic indicators and their impact on the financial capabilities of the university. • Job market: Graduate employment opportunities and the university's curriculum in line with the labor market. • Tuition fees: Economic changes related to students' ability to pay and tuition fees.
S	SOCIAL FACTORS	• Demographic changes: The demographic situation of the country and its impact on the field of education. • Social expectations: Society's expectations from the university and education, the demand for improving the level of education. • Culture and values: The cultural and social opportunities that the university offers to students.
T	TECHNOLOGICAL FACTORS	• Technological Innovations: The use of new technologies in the teaching process and research. • Online Education: The application and development of digital educational technologies. • Research and Innovation: The research and innovation potential of the university and support for technological developments.
L	LEGAL FACTORS	• Education legislation: Changes in Azerbaijani education legislation and their impact on the university. • Student rights: Laws and regulations related to students' rights and their protection. • Teaching staff: Labor legislation and requirements related to teachers' working conditions.
E	ENVIRONMENTAL FACTORS	• Environment: The university's environmental responsibilities and sustainable development strategies. • Green technologies: The university's participation in environmental projects and the application of green technologies. • Environmental policies: Laws and regulations adopted by the state regarding environmental protection.

The strategic plan includes the following:

- ❖ **Directions of action – broadly describe what AzTU wants to achieve by 2030. These answer the question "WHAT?" of the strategic plan.**
- ❖ **Goals, objectives, sub-goals – reflect the path that AzTU will take using its capabilities and resources. These answer the question "HOW?" of the strategic plan.**
- ❖ **Resources to be used.**

Main strategic goals: To establish a research and entrepreneurial university with an innovative-entrepreneurial academic, graduate and student staff that teaches solutions to issues that meet the development of the industry and the technological future, and to raise the level of trained engineering personnel to international standards.

Quality Education



Goals, targets and sub-target:

Activities:

Results:

Goal	Target	Sub-target	Activity	Period of Implementation	KPI
1. To provide quality education with modern standards at all levels of education for the acquisition of global competencies.	1.1. Improving programs (curriculums) for all specialties in the educational process, taking into account local and international demand	1.1.1 Giving the priority to specialized subjects in the curriculum, increasing the number of practical lessons, and providing support for research work in the overall educational process.	Ensuring research-based organization of the educational process	2025-2030	Updated and approved curricula.
		1.1.1 1.1.1 Establishing a Teaching and Learning Center that meets modern challenges in 2022 and ensuring methodological training of faculty in all specialties (programs) by 2030;	Studying the training needs of academic staff at the university and organizing appropriate methodological trainings	2025-2030	Increasing the number of professors and teaching staff who have undergone methodological training to 80%.
		1.1.2 1.1.1 Organizing the training process towards the formation of appropriate skills and competencies in students at all stages of understanding;	Organizing the training process at all stages of understanding, aligning training outcomes.	2024-2025	Reflection of learning outcomes in programs and subject syllabuses.
		1.1.3 1.1.1 Becoming a full member of CDIO starting the training of a new generation of specialists in a number of specialties with this approach and ensuring that engineering training is conducted based on CDIO standards by 2030.	CDIO membership, Making appropriate changes to the curriculum.	2024-2026	CDIO Membership Approval, Approved new curricula, List of defined specialties.
	1.2. Implement teaching and learning in the	1.2.1. Implementation of integration between secondary vocational	Cooperation with secondary specialized education institutions	2024-2026	Selection of 2 basic secondary vocational

	context of global competencies at all levels of education for learners and educators, taking into account the needs of the economy and society:	education and higher education levels in order to ensure related, continuous education in engineering training and higher education.	for engineering training.		education institutions
		1.2.2 When preparing secondary specialized education curriculum and subject programs, consideration should be given to ensuring continuity at the next level of education;	Cooperating with secondary specialized educational institutions in the development of curricula and subject programs. Ensuring a "soft" transition between sub-bachelor and bachelor's education levels.	2025-2027	Curriculum and subject programs developed based on discussions
		1.2.3 1.2.3 Establishing relations between AzTU and general education institutions, holding (virtual) Olympiads, competitions or intellectual competitions by the "Young Technicians" Internet Lyceum (AzTU Academy), AzTU's "Young Engineers" and "Young Robotics" clubs;	Establishing relationships with universities and high schools, creating "Young Technicians" Internet Lyceum, and holding relevant events.	2024-2026	Selection of 2 base schools, creation of an internet lyceum based on AzTU.
		1.2.4. To implement a comprehensive "Talent Search and Development" project within the university and in secondary schools by 2030;	Attracting students from secondary education institutions to AzTU.	2025-2030	Report on the conducted "Talent Search and Development" project

		1.2.5 Establishment of a vocational education center, organization of training and certification for vocational education institutions in accordance with engineering specialties;	Establishment of a Vocational Education Center at AzTU; Establishment of cooperation with vocational education institutions.	2025-2030	Approved charter of the Vocational Education Center; Selection of 2 basic vocational training institutions.
	1.3. Formation of professional skills, interdisciplinary knowledge, research methods, "soft skills", development of innovation and entrepreneurial skills for students' future careers.	1.3.1 Organizing orientation days for newly admitted students, preparing a guide (providing a roadmap) reflecting the content of education in their specialties and career opportunities in their fields	Organizing orientation days and preparing relevant instructions for specialties.	2025-2030	Links to orientation days held at the beginning of the academic year, and guidelines prepared and approved for specialties.
		1.3.2 Ensuring compliance with labor market requirements when developing curriculum, encouraging leading companies to establish laboratories at the university, and achieving an increase in the volume of practical training by up to 50%.	Obtaining feedback from labor market representatives when developing curriculum; Reorganizing existing research and teaching laboratories with the support of leading companies	2025-2030	Links to surveys or meetings conducted; Reorganized laboratories.
		1.3.3 Teaching soft skills (establishing business communication, developing emotional intelligence, gaining competitive advantage in the labor market, creating one's own image, working in a team) in the first and second academic years to	Inclusion of the subject "Soft Skills" in the curriculum, preparation of subject syllabi and programs.	2025-2030	Approved subject program and syllabus.

		enable students to meet the modern demands of society in the labor market;			
		1.3.4 Organization of teaching the subject "Establishing Your Own Business" to fourth-year students (all specialties) (evaluation of the knowledge and skills they have acquired based on the business plan they have prepared to realize their business ideas)	Making appropriate changes to the curriculum, preparing the subject program and syllabus.	2025-2030	Approved subject program and syllabus.
	1.4. Implementation of the teaching and learning process based on research	1.4.1 Ensure the implementation of sustainable development goals in the teaching and learning process at the master's and doctoral levels of higher education	Taking into account sustainable development goals in research studies at the master's and doctoral levels.	2025-2030	An increase in the number of research topics related to sustainable development and an increase in the number of scientific articles published in this field.
		1.4.2 Meeting the demand for scientific and pedagogical staff in Azerbaijan and the region, and constantly improving the quality and efficiency of education and research at the doctoral level;	Studying the needs of doctoral personnel in the country and region, improving doctoral programs, and teaching modern research methodologies.	2025-2030	Increase in the number of admissions to doctoral programs, improved programs, and new research methodologies implemented.
		1.4.3 Taking into account project and problem-based learning methodologies in educational programs, based on the country's priorities;	Reflecting the integration of project and problem-based learning into teaching in subject programs	2025-2026	Approved subject programs and syllabi with appropriate changes

		1.4.4 To benefit from the experience of Turkish and German universities in project and problem-based learning methodology, and to use the support of Turkish science and technology centers;	Establishing cooperation with a number of universities in Germany and Türkiye on project and problem-based learning methodology.	2024-2030	An increase in the percentage of participation in summer school and exchange programs for the academic and student staff to benefit from the experiences of Türkiye and Germany
		1.4.5 To achieve high-quality education for students studying at all levels of higher education, together with AzTU's highly qualified researchers, entrepreneurs, managers, etc. graduates and other partners working in Azerbaijan and abroad.	Identifying AzTU graduates with these characteristics, establishing cooperative relations with them, and involving them in the teaching and learning process.	2024-2030	Links to trainings, masterclasses, seminars, etc. conducted by members of the Alumni Association
		1.4.6 By 2025, be prepared to meet the challenges arising from the emergence of multidisciplinary specialties and professions at the intersection of several specialties and disciplines, and adopt the concept of "Specialties of the Future";	Preparation of the Concept of "Specialties of the Future".	2024-2025	Approved "Professions of the Future" Concept
		1.4.7 Taking into account the expected rapid application of artificial intelligence, robotization and automation by 2030, carry out activities aimed at training specialists in	Taking into account the changes arising from the Concept of "Specialties of the Future" in new curricula, organizing trainings to prepare	2024-2026	Approved curriculum, subject programs and syllabuses. Trainings conducted for academic staff

		new multidisciplinary specialties that will be created, and updating and replacing existing specialties.	specialists in newly emerging specialties.		on multidisciplinary specialty programs.
	1.5 Develop smart university establishment that provides equitable and quality education for all, leaving no one behind on the digital platform:	1.5.1 To achieve digital management, the creation of a comprehensive electronic student database, the electronic organization and management of the educational process, the organization of an electronic library information system and the digitalization of services in order to ensure digitalization in all areas at AzTU by 2025;	Creation of an electronic education and electronic library system.	2024-2026	Fully functional electronic education and library system.
		1.5.2 By 2030, using the opportunities of digitalization, increase the application of distance education technologies, develop new generation teaching methodologies to ensure online mastery of subjects, and ensure the creation of electronic content in online degree programs and subject teaching methodological complexes;	Improvement of distance learning technologies, development of interactive learning platforms, digitalization of educational materials.	2024-2030	Online learning platform, interactive tools, videoconferencing and live classes, digital educational materials.



Research and Innovation



Goal	Target	Sub-target	Activity	Period of Implementation	KPI
2. Promote research that supports high-tech industry as the basis for quality teaching, innovation, and entrepreneurship.	2.1 Raising research standards to the level of standards found in industry and leading technology universities:	2.1.1 To conduct high-quality research and teaching aligned with the Sustainable Development Goals (SDGs) and aimed at fostering the innovative technological development of our country, developing industrial solutions, and promoting an entrepreneurial and innovative environment.	Taking into account the sustainable development goals in the research and educational process, establishing a model SME enterprise.	2024-2030	Action plan for the implementation of the sustainable development goals, report, Decision of the Scientific Council on the establishment of a model SME enterprise.
		2.1.2 To ensure research work at AzTU (particularly dissertations) is carried out based on real projects, and to consistently support the application, publication, and dissemination of their results.	Creation of innovative research centers and improvement of laboratories, basing dissertations on real projects within the framework of industrial-academic partnerships, directing research results to industrial application.	2024-2030	6 Institutes to be established, number of improved laboratories to be increased, number of dissertations based on real projects to be increased to 80%, publication of research results.
		2.1.3 To publish the <i>Scientific Works</i> journal of AzTU in line with modern standards, establish internationally recognized journals in specific fields, and ensure research results are published in highly	Establishing a quality editorial team, ensuring the indexing of the journal and submitting research results to well-known journals	2024-2030	A scientific journal included in international indexes, an increase in the number and quality of published articles, an increase in the number of articles published in

		reputable national and international journals.			journals with a high impact factor.
		2.1.4 To establish at least one scientific journal with international indexing status by 2025.	Improving the quality of scientific journals established at AzTU, improving the editorial team, preparing instructions for publishing articles in international indexes	2026-2027	A scientific journal included in the international citation and indexing system.
	2.2. To conduct research activities based on project-based and competitive funding.	2.2.1 To support sustainable, responsible, and high-quality research groups at AzTU that contribute to the development of the economy, society, teaching processes, and service sectors.	Formation of research groups, providing them with financial and resource support.	2025-2030	Number of research groups formed, financial model developed for support.
		2.2.2 To reduce risks for innovative and entrepreneurial research groups at AzTU, strengthen collaboration among research teams in key areas, and continuously develop an internal motivational funding model for the university.	Identification of key research areas for the university, improvement of the incentive financial model.	2025-2030	Number of key research areas identified, amount of allocated funding, improved financial model.
		2.2.3 To enhance competitive funding within the university and create mechanisms to assist research groups seeking financial support for key research areas.	Establish a mechanism for accepting and evaluating project proposals from research groups and funding them.	2024-2030	Number of projects receiving financial support
		2.2.4 To support research by organizing at least	Organization of project-based	2024-2030	Number of participating research teams,

		three project-based competitions annually in various fields and nominations that address real-world problems and ensure incentives for project teams.	competitions that support research and stimulate project teams.		percentage of winning projects turning into scientific publications and innovative products.
	2.3. To continuously increase revenue from research activities through a university-industry business model.	2.3.1 To stimulate talented young researchers to develop self-management skills in the short term and to ensure that they are supported as members of the university community;	Encouraging the involvement of young people in research projects, organizing mentoring programs, creating research funds.	2025-2030	Number of young researchers, increase in participation in mentoring programs, and number of funded research projects
		2.3.2 To ensure that by 2030, annual revenues from the application of AzTU's research and innovations account for 20% of the university's total annual income.	Implementation of marketing and business development programs to commercialize research results, conclude cooperation agreements with industrial partners, and increase patent and license revenues.	2025-2030	Increase in the number of commercialized projects, the ratio of patent and license revenues to total revenue.
	2.4. To support a modern university experience that fosters ICT and innovative skills, as well as practical knowledge-thinking habits, while being fully open to the public.	2.4.1 To create an ecosystem that ensures the majority of staff and students acquire digital skills aligned with modern requirements by 2030 and facilitates learning widely used and emerging programming languages.	Creating an appropriate ecosystem for the learning of the most widely used programming languages.	2025-2030	Number of programming languages offered, Percentage of participation of students and employees, number of mentors and interns.



University-Industry Collaboration



Goal	Target	Sub-target	Activity	Period of Implementation	KPI
3. To contribute to the economy and society by continuously supporting innovation and entrepreneurship	3.1. Continuously expand university-industry collaboration by supporting project-based research and directing it towards industry:	3.1.1 AzTU, as the main educational and research center that meets the personnel and research needs of the vast majority of the basic sectors of the Azerbaijani economy, strengthens our regional position by researching the basic needs of the economy and ensuring its continuous provision with modern technologies, and by cooperating with prestigious universities, research centers and companies in the region;	Conducting regular market research, implementing innovation and technology transfer projects, and collaborating with prestigious universities in the region.	2024-2030	Market research analysis reports, Number of innovation and technology transfer projects, number of prestigious universities collaborated with
		3.1.2 Ensuring the establishment of start-up and spin-off innovative entities at AzTU to create added value from research outcomes.	Creation of start-ups and spin-off innovative entities.	2024-2030	Number of start-ups and spin-off innovative entities, financial and resource support received by these companies
		3.1.3 As AzTU, to become more closely involved in the research fields of the region, to participate in its formation, and to be a pioneer in achieving a neutral climate in the digital society;	Connecting to regional research networks and minimizing environmental impact through the use of digital technologies.	2024-2030	The number of researchers connected to research networks, reduction in energy and carbon emissions from the application of digital technologies.

		3.1.4 To contribute to Azerbaijan's national security, health technologies and energy security;	Implementing research and development projects in these areas in collaboration with relevant industry and government agencies.	2024-2030	The number of new solutions applied in these areas, their implementation in industry and government structures.
		3.1.5 To contribute to local product production in the field of AzTU engineering.	Production of new products in collaboration with local industrial enterprises within the framework of start-up and spin-off projects.	2024-2030	Number of local products produced; number of enterprises cooperated with
		3.1.6 Establishing joint cooperation with business participants and educational and production bases to strengthen university-industry collaboration;	Creation of educational and production bases, as well as organization of real production practice programs for students.	2024-2030	Number of educational and production bases created, number of students participating in production practice
	3.2 Supporting the creation of intellectual property based on research outcomes and its industrial application.	3.2.1 Invest in the creation of intellectual property, protect the intellectual property created as a university that supports the application of research achievements to create a healthier society;	Providing patenting, licensing and relevant legal support for the protection and commercialization of intellectual property.	2024-2030	The number of intellectual property objects patented and licensed, the impact of research results on industry and society

		3.2.2. To prepare a working platform at AzTU to join research consortia created by foundations that support research that will ensure the future scientific and technological development of the world; to achieve participation in solving industrial and technological problems.	Join research consortia and develop solutions to real-world problems with industrial companies.	2025-2030	Cooperation agreement, number of innovative solutions developed jointly with industrial companies and areas where these solutions are applied.
	3.3 To support innovative and entrepreneurial initiatives based on professional development programs and to strive to increase the influence of the university in the region and in our country:	3.3.1 To promote the recognition of AzTU in Azerbaijan and internationally, the communication of the university's academic community with the general public, the constant dissemination of scientific achievements, as well as increasing interest in research and engineering education;	Conducting scientific and research activities, PR campaigns, and increasing reputation through international cooperation and networking	2025-2030	The increase in the dissemination of the university's scientific and research activities in the media and social networks is an indicator of the university's increasing reputation.
		3.3.2 Establishing global and regional university connections, supporting the establishment of various types of events, creative groups, and networks in technological areas.	Establishing partnerships with international and local partners, building networks in technological areas, organizing conferences, seminars and other events.	2024-2030	Number of international and local collaborative research projects, contracts, number of conferences, seminars, and other events organized

Internationalization



Goal	Target	Sub-target	Activity	Period of Implementation	KPI
4. Strengthening the university's international relations, ensuring its recognition in the global education market, attracting foreign students and researchers, expanding international cooperation and operating in accordance with global teaching and research standards.	4.1 Strengthen international cooperation and internationalization of the educational process, use of international experience.	4.1.1 Adapting educational plans and curriculum to international standards, using the CDIO approach in updating educational programs (in particular, curriculum of Materials Science, Computer Sciences, Electrical and Electronics Engineering, Mechanical Engineering)	Making appropriate changes to the curriculum, integrating the CDIO approach into the programs of Materials Science, Computer Sciences, Electrical and Electronics Engineering, and Mechanical Engineering.	2024-2030	Number of programs updated and aligned with international standards, number of programs where the CDIO approach is integrated.
		4.1.2 Preparation for international accreditation procedures for engineering programs and obtaining accreditation certificates.	Preparation for the accreditation process, communication and correspondence with international accreditation bodies.	2024-2030	Number of programs that have passed international accreditation.
		4.1.3. Organizing summer and winter schools and encouraging and ensuring the participation of foreign students in those schools.	To prepare educational and cultural programs, conduct promotional campaigns, provide financial support and logistics services.	2025-2030	Number of students participating in summer and winter schools, level of satisfaction of participating students.
		4.1.4 Ensuring the establishment of an inter-structural coordination mechanism for internationalization	Establishing an inter-structural coordination mechanism, ensuring information exchange between departments and structural units, and conducting training and seminars.	2024-2030	Functionality of the coordination mechanism, number of participation in trainings and seminars.

		4.1.5 Encourage students and teachers to participate in a global educational and research environment by involving them in international projects.	To provide information about projects, organize scholarship and financial support programs, and organize relevant trainings and seminars for students and teachers to participate in international projects	2024-2030	Number of students and teachers, percentage of participants provided with appropriate scholarships and financial support.
		4.1.6 Increasing the level of foreign language proficiency of teachers (especially in German and English), mastering the best world literature in leading specialized subjects, ensuring its use in teaching	Organizing appropriate courses to improve language skills, using new literature in leading specialized subjects	2024-2030	Number of teachers who participated in language courses, changes made in syllabuses related to literature.
	4.2 To enhance the international reputation of the University in order to ensure its leading position in global education, research, and exchange.	4.2.1 To have a sustainable position in the global higher education market and to take a worthy place in international rankings	PR activities, advertising campaigns prepared in foreign languages and participation in educational exhibitions to ensure AzTU's place in international rankings.	2024-2030	To be among the top 1000 in the QS ranking system; To be among the top 1500 in the Times Higher Education ranking system
		4.2.2 Membership and interaction with internationally prestigious university associations and foreign educational organizations;	Promoting the participation of academic staff in international research-oriented grant programs such as HORIZON, etc., and membership in research-oriented international networks.	2025-2030	The level of participation of academic staff in international research-oriented grant programs, the number and amount of grants obtained, and the degree of membership in international networks.

		4.2.3 To ensure the participation of students and teachers in short-term exchanges through various international mobility programs.	To encourage students and teachers to participate in short-term exchanges, to provide necessary support and financial opportunities	2024-2030	Number of students and teachers participating in international mobility programs.
		4.2.4 Attracting international researchers and teachers to short-term and long-term scientific internship programs and teaching at AzTU.	Involving international researchers in teaching and research activities to create opportunities for international scientific exchange and cooperation.	2025-2030	Increasing the number of foreign teachers to 50, the number of joint research projects conducted.
		4.2.5 Conducting promotion in the global educational space to ensure the international recognition of the university	Organizing International Scientific Conferences with foreign partners, promoting the university by participating in international exhibitions, conducting active marketing campaigns on social media and international educational platforms.	2024-2030	Number of participation in conferences, international educational exhibitions attended, increase in the number of viewers as a result of marketing campaigns, increase in the number of students applying, increase in the international recognition of the university.
		4.2.6 Creation of a new dual degree program at the master's level, expansion of international education programs, increase the number of foreign students at higher education levels.	Signing agreements, organizing documentation, developing an effective marketing strategy	2024-2030	Creation of at least 3 new dual degree programs at the master's level, increasing the number of foreign students to 600.

Socialization



Goal	Target	Sub-target	Activity	Period of Implementation	KPI
5. Supporting the integration of the university's students, academic, management, administrative staff, and alumni into society, fostering the development of their social and cultural skills, and cultivating an understanding of social, individual, professional, and collective responsibility.	5.1 To continuously promote human values such as mutual respect, self-confidence, collaboration, academic courtesy, equal opportunities for all, and the protection of human dignity by developing global competencies:	5.1.1 To support the development of the university by establishing a comprehensive value-based management system and directing management decisions at all levels towards high-quality teaching, learning and research;	To ensure the implementation and accountability of value-based management in line with the strategic development plan.	2024-2030	Approved action plans and reports.
		5.1.2 To foster an environment within the AzTU family where strong and professional friendships, freedom of academic thought, cutting-edge research, and innovation are valued as driving forces, encouraging everyone to pursue holistic self-development.	Creation of an open communication environment at the university, organizing social events and discussions that support teamwork.	2024-2030	Level of communication satisfaction, number of social events supporting teamwork.
		5.1.3 To honor our history, university, and members of the university community who have contributed to the development of engineering and technology education in Azerbaijan, creating opportunities for our alumni to bridge academic	Implementation of events, seminars, and exchange of experiences between alumni and academic staff for the development of AzTU.	2025-2030	Number of events and seminars, percentage increase in participant numbers.

		generations and contribute to AzTU's growth.			
		5.1.4 To ensure new international academic staff at AzTU learn the Azerbaijani language and traditions while integrating global best practices.	Organization of special language courses (Azerbaijani language) and cultural events.	2025-2030	Number of participants in the organized language courses and cultural events (link).
		5.1.5 To establish a flexible platform for the education of citizens with social needs.	Engagement of citizens in need of social protection in education.	2025-2030	Number of citizens engaged in the education process.
		5.1.6 To provide financial support for high-level practical research and innovative solutions aligned with modern trends at AzTU and to develop flexible, transparent support services that meet the expectations of an academic community promoting collaboration and integration.	Provision of financial, advisory (legal, administrative, financial matters, etc.), and support services for practical research and innovative solutions.	2025-2030	Number of individuals using the provided advisory and support services.
		5.1.7 To support the preparation and adoption of "scientific ethics" guidelines for academic staff and ensure institutional and other necessary support for their implementation.	Preparation and approval of the "Scientific Ethics" guidelines.	2024-2025	"Scientific Ethics" guidelines approved by the Scientific Council.
	5.2. To create an environment that enables our graduates to contribute to technological innovation both globally and in our country as	5.2.1 To develop a career model that supports capable, proactive, and results-oriented members of the academic community who contribute to research, teaching, learning, and service to society.	Improvement of the career model.	2024-2026	Increase in positive feedback from employers, increase in the number of alumni employed.

	researchers and entrepreneurs.				
		5.2.2 To organize practical projects, training sessions, and seminars aimed at developing graduates' advanced engineering skills, self-management, communication, and entrepreneurial abilities, enabling them to succeed in the international labor market and contribute to the development of Azerbaijan's economy.	Organization of projects, training, and seminars.	2025-2030	Accountability regarding conducted projects, training, and seminars.
		5.2.3 To establish the AzTU Alumni movement, creating a robust Alumni Association platform (electronic) to ensure continuous two-way communication between AzTU and its graduates.	Creation of an Alumni Association, establishment of a Student-Alumni electronic platform.	2024-2030	Approved charter of the Alumni Association, activity report on the electronic platform with feedback from alumni.
		5.2.4 To improve the organization of educational processes by building a complete feedback mechanism with graduates to accurately identify industry expectations.	Regular surveys and meetings with the industry and alumni, integrating analysis results into teaching.	2024-2030	Report on the analysis of survey results, links to the meetings held.
		5.2.5 To develop a tracking feedback mechanism for graduate employment, ensuring that more than 70% of graduates are employed in their respective fields by 2030.	Reflecting the employment rate of alumni on the Student-Alumni platform, increasing the employment rate.	2024-2030	Report on alumni employment rates, volume of increase in alumni employment in their fields of expertise.
		5.2.6. To utilize the alumni network to amplify the economic and societal	Creation of collaboration opportunities between	2025-2030	Number of projects and research impacting the

		impact of our leading researchers' ideas and knowledge.	alumni and researchers, organizing forums or discussions on innovative projects and research.		economy and society.
	5.3 Marketing and Public Relations	5.3.1 To attract talented young individuals to engineering programs at AzTU through consistent PR efforts highlighting AzTU's dual-degree programs.	PR campaign for dual degree programs on social media and other digital platforms.	2025-2030	Links related to the PR campaign.

Sustainable World



Goal	Target	Sub-target	Activity	Period of Implementation	KPI
6. To build a Sustainable and Inclusive University that meets the global demands of the 21st century.	6.1 To form an infrastructure with modern standards for the development of education, research and innovation.	6.1.1 Ensuring the creation of a modern electronic library information system that is open to students 24 hours a day	Ensuring the integration of digital resources and online platforms	2024-2025	An electronic library information system that provides uninterrupted service to students
		6.1.2 To achieve the establishment of a modern mini-dormitory (guest house) for students (for approximately 250 people) in the 3rd building of the AzTU Campus;	To establish appropriate infrastructure for the mini-dormitory and provide services that meet the needs of students.	2025-2030	Student dormitory put into operation (for approximately 250 people)
		6.1.3. 6.1.3. Construction of a student dormitory campus in accordance with modern requirements, while achieving the organization of an environment for creativity;	Construction of modern infrastructure and spaces that create conditions for the development of free thinking (digital laboratories, idea rooms, etc.).	2025-2030	Commissioning of a dormitory campus that meets modern standards
		6.1.4 To ensure the establishment of innovation parks, to benefit from international experience in this direction, to ensure the establishment of the AzTU Technopark and to create a basis for its development.	Creation of a park equipped with modern infrastructure, scientific and technological resources, cooperation with industrial partners and support for innovative projects.	2024-2030	Established and operational Technopark, growth in the number of startups and technological projects operating in the park.
	6.2 Ensuring the environmental sustainability of the university	6.2.1 Increase energy efficiency and efficient use of resources on the AzTU campus.	Use of renewable energy sources, organization of events for environmental protection.	2024-2030	Ensuring 20% of the university's energy needs are met from renewable energy sources, and

					organizing 3 events related to environmental protection throughout the year.
		6.2.2 Implementation of green technologies and energy saving measures to increase energy efficiency in university buildings, and implementation of programs to reduce water and energy consumption.	Installation of solar panels, insulation and energy-saving equipment, reducing water and energy consumption.	2023-2030	Solar power plant and wind turbines commissioned, 15% reduction in water and energy consumption.
		6.2.3 Expanding bicycle paths and implementing programs that encourage waste recycling to reduce the university's carbon footprint.	Opening bicycle paths, establishing a waste sorting and recycling system, reducing the use of plastic, and promoting the use of environmentally friendly materials	2024-2030	Reduce the university's carbon footprint by 15% and increase the waste recycling rate to 50%, percentage reduction in the use of plastic materials.
	6.3. Expanding education for sustainable development	6.3.1 Integrate sustainable development-related topics into faculty curriculum to enable students to master sustainable development goals.	Determining topics appropriate to the faculties' specialties (in accordance with the Sustainable Development Goals), informing students in accordance with social, economic, and environmental categories.	2024-2030	Changes made to curriculum, 80% of students informed about sustainable development goals
		6.3.2 Support research and projects on sustainable development topics, and encourage students and teachers to conduct joint research on sustainable development.	Establishing scholarships to support research and projects, identifying joint research projects, and organizing mentoring	2025-2030	Number of joint (teacher-student) research projects conducted on sustainable development topics, funding allocated to

			programs for students and teachers by experienced researchers.		scholarships, and number of participants
	6.4 Strengthening the economic sustainability of the university	6.4.1 Create diverse financial sources, manage costs effectively and optimize resources, build strategic partnerships, and participate in the global education market.	Identifying financial sources, establishing partnerships with private sector representatives, and conducting global marketing campaigns.	2025-2030	Classification of additional income sources, number of signed contracts and partnerships, and marketing activity performance indicators.
		6.4.2 Manage financial resources effectively, ensure long-term financial planning and risk management in line with sustainable development goals.	Using forecasting tools to optimize income and expenses, prepare financial forecasts, establish an endowment fund, monitor internal and external financial risks, and intervene in a timely manner.	2025-2030	Indicator of income and savings achieved as a result of cost optimization, creation of an endowment fund with specific targets, indicator of the accuracy of budget forecasts, indicator of the effectiveness of measures taken to manage risks.
	6.5 Creating an inclusive educational environment.	6.5.1 Establish appropriate infrastructure that provides equal educational opportunities for all students, including those with disabilities	Adaptation of university infrastructure for people with disabilities (ramps, wide doors and special equipment), provision of appropriate teaching materials, special equipment for students with disabilities	2025-2030	Campus adapted for people with disabilities, preparation of adapted teaching materials (large print, audio and digital content) for students with disabilities
		6.5.2 Implementation of inclusive curriculum and individualized learning	Providing psychological support and academic	2025-2030	Psychological and inclusive center, number of trainings

		plans, along with academic and psychological support services that meet the individual needs of students.	counseling services for students with physical disabilities, and organizing training for teachers on the application of inclusive education approaches.		conducted for teachers on the application of inclusive education approaches.
		6.5.3 To create an environment at the university that respects diverse cultures, psychological, social and physical disability needs, and promotes tolerance and social equality.	Providing inclusive events, intercultural dialogue opportunities, and psychological and social support services.	2025-2030	The increase in the number of students using psychological and social support services and festivals, exhibitions, etc. organized to promote cultures.

Conclusion

The implementation of our strategic plan requires the implementation of defined goals and objectives to ensure the development of our university in line with the requirements of the modern era. To achieve these goals, we will adhere to the following key principles:

- ❖ **KPI Approval:** Key performance indicators (KPIs) will be approved for each identified goal and target. These indicators are designed to ensure the successful implementation of the strategic plan and facilitate the monitoring of continuous development. KPIs will measure progress in various areas, ensure the accuracy of results, and will be used to assess the level of achievement of the strategic plan objectives.
- ❖ **Appropriate Resource Utilization:** The proper and efficient use of resources required to achieve goals and objectives will be a priority. The allocation and utilization of resources will be properly implemented at each stage of the plan and will be reviewed regularly to ensure effectiveness.
- ❖ **Financial Assurance:** Ensuring financial assurance is the basis for the successful implementation of the strategic plan. To this end, the effective management of financial sources and the attraction of grants, funds and other financial resources required for projects will be a priority. The financial strategy is designed to meet the financial needs at each stage of the plan.
- ❖ **Stakeholder Engagement:** Active stakeholder engagement and cooperation will be ensured in the process of implementing the strategic plan. Close cooperation will be established with university staff, students, alumni, local communities and other relevant stakeholders and with their support, the implementation of the plan will be promoted.
- ❖ **Increasing Technology Transfer:** In order to increase the university's progress in the field of technology transfer, the application of modern technologies and innovations will be encouraged. Through technology transfer programs and collaborations, the university's research and development potential will be increased and the results obtained will be shared with industry and society.
- ❖ **Innovation in Engineering:** Innovative approaches and developments in engineering will be one of the key priorities of the strategic plan. By promoting and implementing innovations, advanced practices and technologies will be applied in the field of engineering. This will serve to strengthen the university's research and development activities and strengthen its ties with industry.

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