



NAXÇIVAN DÖVLƏT  
UNİVERSİTETİ

# ANNUAL REPORT

2024/2025

# Comprehensive Report on NSU Research and Teaching Expenditures



**Nakhchivan State University**

**Report Period:**  
**January 1, 2024 – January 31, 2025**

## **Description Here**

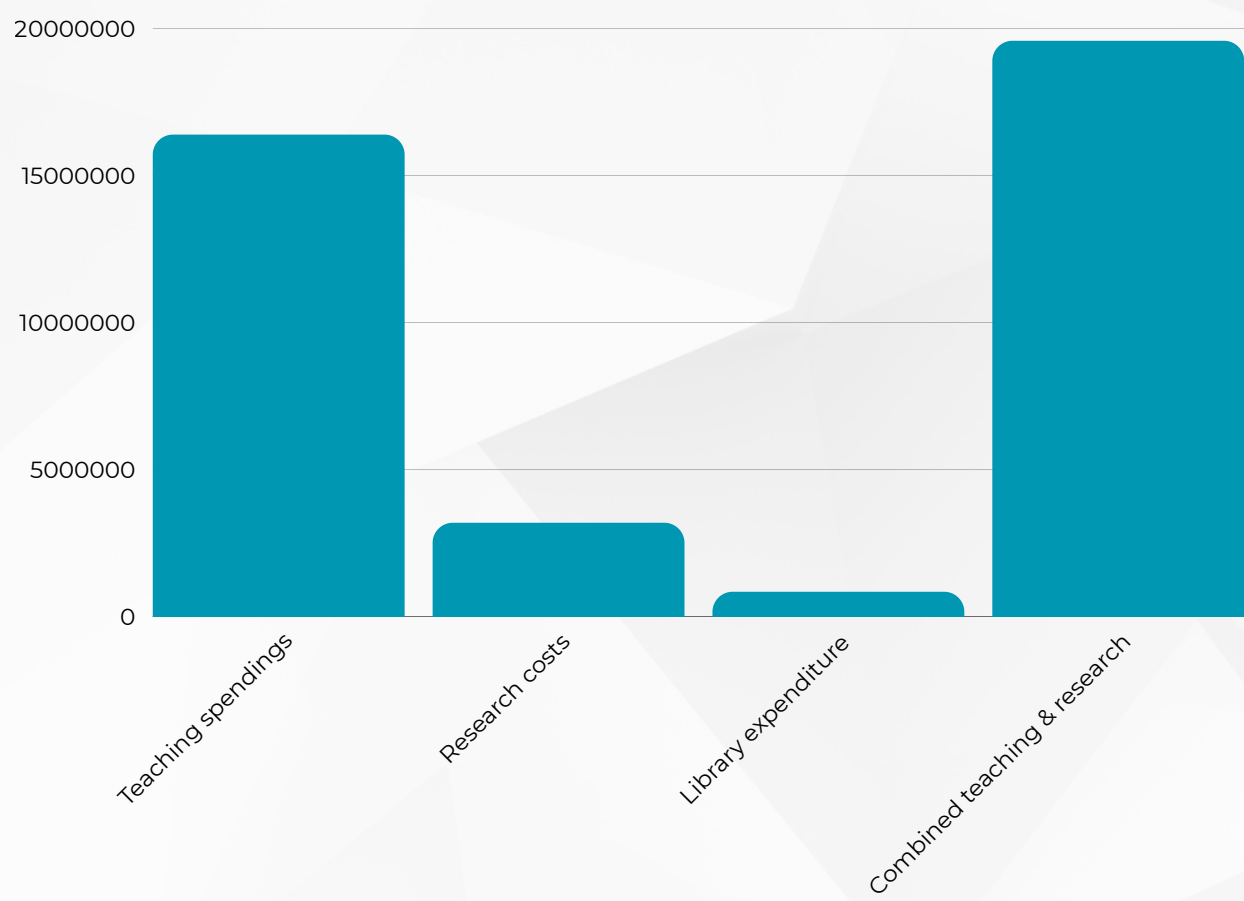
This report presents a comprehensive examination of NSU's financial distribution for teaching and research activities in the 2024 fiscal year. It outlines detailed expenditure categories, incorporates a full SWOT analysis, and identifies strategic objectives for future growth. The purpose of this review is to deliver practical recommendations that will strengthen NSU's academic and research capacity while effectively managing financial challenges.





# Financial Overview for 2023

Category	Expenditure (AZN)	Percentage of Total Turnover
Total Turnover Budget	26,431,572	100%
Teaching Spendings	16,390,217	62.01%
Research Costs	3,190,290	12.07%
Library Expenditure	843,453	3.21%
Combined Teaching & Research	19,580,508	74.08%



# Analysis & Explanation



- NSU's overall financial framework demonstrates a strong commitment to advancing academic excellence and fostering research innovation. Yet, when examined in greater detail, the distribution of funds across specific categories reveals not only how resources are being allocated but also highlights critical areas where efficiency can be enhanced and additional investments may be required to achieve long-term institutional goals.



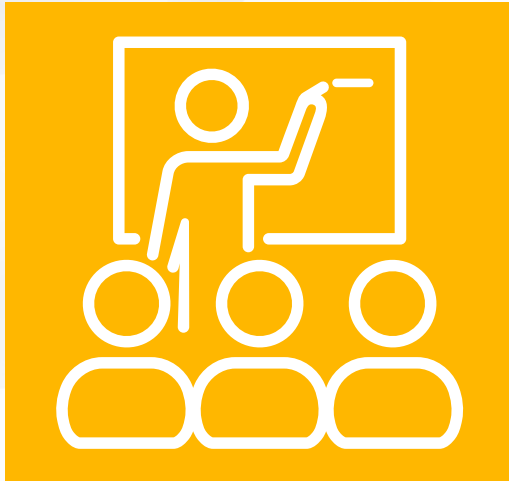
## TOTAL TURNOVER BUDGET

26,431,572 AZN (100%)

- The total turnover budget represents the institution's complete pool of financial resources available for the fiscal year. It serves as the foundation for all financial planning and allocation decisions, with every expenditure category measured as a proportion of this overall amount. This approach provides a clear, transparent picture of where funds are being directed and how they reflect institutional priorities.



# Analysis & Explanation



## TEACHING SPENDINGS

16,390,217 AZN (62.01%)

- **Analysis:** The most substantial portion of the budget—two-thirds of the total turnover—is dedicated to teaching. This allocation encompasses salaries and benefits for teaching staff, investments in classroom facilities, purchase of academic materials, and operational costs tied to delivering degree programs.
- **Explanation:** The dominance of teaching expenditures demonstrates NSU's strong prioritization of its central mission as an educational institution. By channeling significant resources into teaching, the university strengthens instructional quality, supports the development of new curricula, and enhances the student learning experience. This financial commitment also reflects a strategic effort to maintain high academic standards, safeguard institutional reputation, and attract new students in an increasingly competitive higher education environment.

# Analysis & Explanation



## RESEARCH COSTS

3,190,290 AZN (12.07%)

- **Analysis:** Research activities account for just over 12% of the overall budget. While smaller than teaching expenditures, this allocation signals a consistent institutional emphasis on advancing knowledge, supporting faculty-led projects, and promoting innovation.
- **Explanation:** Allocating a meaningful share of the budget to research underlines NSU's recognition of research as a core academic function. However, the current level of investment, though valuable, may limit the university's ability to achieve broader recognition in global rankings or cutting-edge fields. Increasing this share would allow NSU to strengthen its research ecosystem, attract external grants, publish in high-impact journals, and draw research-oriented faculty and students, ultimately enhancing its academic visibility and prestige.

# Analysis & Explanation



## LIBRARY EXPENDITURE

843,453AZN (3.21%)

- **Analysis:** At just 2.52% of the budget, library expenditure forms the smallest allocation category. This covers essential functions such as purchasing new physical and digital collections, subscribing to academic journals and databases, and maintaining library infrastructure.
- **Explanation:** The comparatively low financial commitment to the library suggests that NSU may be leveraging digital platforms, open-access materials, or collaborative resource-sharing with external institutions to reduce costs. While this strategy can be efficient, it raises questions about whether students and faculty have sufficient access to the resources needed for advanced teaching and research. Periodic assessment of library services and feedback from users will be vital to ensure that resource availability continues to align with the academic and research ambitions of the university.



# Analysis & Explanation



## COMBINED TEACHING & RESEARCH

19,580,508 AZN (74.08%)

- **Analysis:** When teaching and research expenditures are combined, they account for nearly 77% of the total turnover budget. This demonstrates that the majority of institutional resources are concentrated in the university's two primary missions: educating students and generating new knowledge.
- **Explanation:** The integration of teaching and research within the budget highlights NSU's strategic vision of fostering a mutually reinforcing academic environment. Strong teaching benefits from active research, while high-quality research enhances the credibility and relevance of teaching. This synergy contributes to faculty professional growth, enriches student learning experiences, and elevates the university's profile both nationally and internationally.

# Key Insights

Strategic Focus, Balanced Priorities, Library Resources, Growth Potential



## Strategic Focus

The budget allocations reveal that NSU is primarily teaching-oriented, with research positioned as an essential but secondary activity. This structure ensures that the institution's primary role as an educator remains strong while still maintaining its role as a knowledge producer.



## Balanced Priorities

The distribution of funds reflects a balance between safeguarding the quality of education and sustaining a meaningful commitment to research. While teaching dominates, the dedicated share for research keeps NSU connected to the broader academic community and ensures relevance in an era of rapid innovation.



## Library Resources

The relatively modest share of funding allocated to the library warrants closer examination. Although cost-saving measures such as digital subscriptions may suffice in some areas, it is crucial to confirm that library resources remain adequate to support the university's evolving academic and research needs.



## Growth Potential

Increasing investment in research presents a significant opportunity for institutional growth. Greater funding could enable NSU to compete for prestigious grants, publish more extensively in international journals, attract globally recognized faculty, and appeal to research-driven students. Such enhancements would not only raise the institution's academic reputation but also strengthen its contribution to national and regional development.

# 1. Teaching



- Survey - Students with Teaching: 9,553 students actively engaged in teaching.
- Completion Rate: 89%, with further study opportunities for 80% of graduates.
- Retention Rate: 97%, reflecting strong student satisfaction and support.
- Faculty Hours: Faculty dedicate one-third of their hours to teaching.
- Academic Faculty Staff: 721 staff members maintain high academic standards.
- Undergraduate Students: 8,968 enrolled in undergraduate programs.
- Postgraduate Students: 585 pursuing advanced degrees.

**Completion Numbers: 89% students completed their programs, in alignment with the completion percentage.**



## Analysis:

The institution showcases strong retention and completion rates supported by quality faculty engagement. A student-faculty ratio of 13:1 highlights the focus on personalized academic experiences.



## 2. Global Engagement



- Total Nationalities: Students from 19 different countries contribute to campus diversity.
- International Faculty Staff: 56 faculty members from 6 different countries enhance the institution's global outlook.
- International Students: 1660 international students are enrolled, showcasing the institution's global presence.
- Exchange Students: 344 students participated in exchange programs.

Joint Degree Students: Currently, 50 students are enrolled in collaborative degree programs established through international partnerships. These initiatives include a joint bachelor's program in Computer Engineering with John von Neumann University in Hungary, as well as a joint bachelor's program in Economics with Çankırı Karatekin University in Turkey. Such collaborations enhance academic exchange, broaden students' educational experiences, and strengthen NSU's role in international higher education networks.

Memberships: Nakhchivan State University holds 18 memberships across regional and international academic networks. These affiliations provide valuable opportunities for collaboration, knowledge exchange, and participation in joint initiatives, thereby strengthening the university's global engagement and academic visibility.

### Analysis:



Although Nakhchivan State University has made notable progress in expanding its international presence, there remains considerable potential to further enhance global engagement. Increasing the number of international students and broadening participation in academic exchange programs would not only diversify the campus community but also strengthen the university's global profile, foster cross-cultural learning, and improve its competitiveness in the international higher education landscape.

## 3. Elective criteria



### International Accreditation

Nakhchivan State University has achieved recognition from the Independent Agency for Accreditation and Rating (IAAR). In addition, the university has initiated cooperation to obtain ISO 9001 Quality Management certification and ISO 27001 Information Security Management certification, both of which will further strengthen institutional quality assurance and operational efficiency.

### Faculty–Student Ratio

The current ratio of 13:1 reflects a favorable balance between teaching staff and students, ensuring close academic interaction, personalized guidance, and enhanced learning outcomes. This ratio positions NSU to maintain high standards of education and student support.

- Faculty in Operational Companies: A total of 232 faculty members at Nakhchivan State University actively collaborate with operational enterprises, government ministries, and private sector organizations, thereby integrating valuable industry expertise into the educational process. In addition, the university employs international staff members who maintain professional roles within global companies, further enriching the academic environment with international perspectives and practical experience.
- Scholarships for Underrepresented Groups: 42 scholarship programs 30% of scholarships were awarded to support equity and inclusion.

- Graduates Employed : Approximately 63% of Nakhchivan State University graduates secure employment within the region, reflecting the institution's strong contribution to the local labor market and regional development. NSU also holds the distinction of being the second-ranked university in Azerbaijan in terms of international student enrollment, with particularly high representation from Turkey and Iran. Furthermore, around 2% of international graduates obtain employment opportunities abroad, demonstrating the university's capacity to prepare students for both national and international career pathways.



### Analysis:

Graduates' employment rate reflects the university's alignment with regional labor market needs. Faculty involvement in operational roles adds practical value to the curriculum.

## 4. Environmental Impact



Approximately 75% of students enrolled at Nakhchivan State University originate from the Nakhchivan Autonomous Republic and its surrounding districts, while the remaining 25% are drawn from various other regions of Azerbaijan. This distribution underscores the university's significant role in serving the local population and highlights its strong regional focus. At the same time, the presence of students from across the country contributes to cultural diversity within the institution, fostering a broader academic environment and strengthening NSU's position as both a regional hub of education and a contributor to national development.

### Scholarships and Bursaries

Nakhchivan State University offers a total of 42 scholarship and bursary programs designed to provide financial support and encourage academic achievement among students. For this purpose, the university has allocated 4,713,021 AZN, ensuring that a substantial number of students have access to funding opportunities. These initiatives not only ease the financial burden of higher education but also promote inclusivity, reward academic excellence, and enhance equal access to educational opportunities.

### Low-Income Outreach Funds

A total of 922,212 AZN has been invested in initiatives specifically designed to support students from low-income backgrounds. These funds aim to reduce financial barriers to higher education by providing targeted assistance, such as tuition support, living stipends, and access to essential learning resources. Through this investment, Nakhchivan State University strengthens its commitment to social equity, ensuring that students from disadvantaged groups are given the opportunity to pursue higher education and succeed academically.

### Community Investment and Charity Work

Nakhchivan State University has allocated 524,361 AZN to support community-focused projects and charitable initiatives. These funds are directed toward activities that promote social development, cultural engagement, and public welfare within the region. By investing in community-oriented programs, the university not only strengthens its ties with local society but also demonstrates its commitment to social responsibility and sustainable development.



# Analysis

Nakhchivan State University demonstrates a clear commitment to regional development and social responsibility by strategically allocating substantial resources to scholarships, bursaries, and community-focused initiatives. These investments not only enhance access to higher education for students from diverse socioeconomic backgrounds but also foster stronger connections between the university and the local community. By supporting educational opportunities and social programs, NSU reinforces its role as a driving force for regional development while promoting equity, inclusion, and sustainable social impact.



A total of 378 faculty members at Nakhchivan State University hold doctoral degrees, representing a high concentration of advanced academic qualifications within the institution. This expertise underpins rigorous teaching standards, supports high-level research activities, and fosters a scholarly environment that enhances both student learning and the university's academic reputation.



## Teaching Spendings

16,390,217 AZN has been allocated to teaching-related activities, encompassing faculty salaries, classroom resources, and operational costs necessary to deliver high-quality educational programs.

### Analysis:

The university's allocation of funds to library resources underscores its commitment to providing comprehensive academic support for both teaching and research. Combined with a robust investment in research funding and the presence of a highly qualified PhD faculty, these measures ensure that NSU maintains a strong academic foundation. The balance between teaching expenditures, research programs, and resource development reflects a strategic approach to fostering academic excellence and cultivating an environment conducive to innovation and knowledge advancement.

## 5. Employability

### ● Career Advisors:

Twelve dedicated career advisors provide personalized guidance and support to students, assisting them in career planning, job placement, and professional development.

### ● Graduates Employed in the Region:

Approximately 71% of NSU graduates secure employment within the region, reflecting strong alignment between the university's educational programs and local labor market needs.



#### Analysis:

Nakhchivan State University demonstrates notable success in preparing graduates for the workforce, as evidenced by the high proportion of alumni employed regionally. This outcome underscores the effectiveness of academic programs and career support initiatives in meeting labor market demands. Further expansion of career services, including enhanced internship opportunities, employer engagement, and professional development workshops, could strengthen graduate employability and further improve alignment with evolving regional and national workforce requirements.

## 6. Good Governance

● **Ethics Committee:** Established to monitor and enforce ethical standards across academic and administrative activities, ensuring integrity and transparency in all institutional processes.

● **Accreditation:** Nakhchivan State University is accredited by the Turkish Knowledge and Technology Accreditation Agency (TKTA), reflecting compliance with recognized quality standards in higher education.

● **Strategy and Risk Management:** The university has a structured strategic and risk management framework in place, designed to ensure long-term sustainability, effective decision-making, and proactive mitigation of potential challenges.

● **Scientific Council:** Meetings are held monthly to review and guide academic and research activities, maintaining high standards of scholarly rigor and institutional performance.

● **Representation Employees at Universities:** A total of 1,342 employees represent NSU in various national and international academic, administrative, and collaborative capacities.



Analysis:

Nakhchivan State University demonstrates strong governance practices, underpinned by the regular oversight of its scientific council, adherence to accreditation standards, and a formal ethics committee. The institution's structured approach to strategy and risk management further reinforces its commitment to sustainable growth, accountability, and academic excellence. These measures collectively ensure that NSU operates with transparency, integrity, and resilience in a dynamic higher education environment.

# Relevance of Data to Total Budget

Category Amount (AZN) Percentage of Total Budget

Category	Expenditure (AZN)	Percentage of Total Turnover
Teaching Spendings	16,390,217	62.01%
Research Funds	3,190,290	12.07%
Library Expenditure	843,453	3.21%
Scholarships and Bursaries	4,713,021	17.08%
Low-Income Outreach Funds	922,212	3.05%
Community Investment	525,361	2.00%
Other Expenditures	153,302	0.58%



# Conclusion

Nakhchivan State University has demonstrated highly effective and strategic utilization of its financial and human resources to strengthen its core academic functions and broader institutional mission. Significant investments in teaching have ensured high-quality educational delivery, supported by a substantial proportion of faculty holding PhDs, a favorable faculty-student ratio, and well-resourced classrooms. Research funding and library expenditures further contribute to a robust academic environment, fostering innovation, scholarly output, and the development of advanced knowledge.

The university's commitment to global engagement is evidenced by its international accreditations, collaborative degree programs with institutions such as John von Neumann University in Hungary and Çankırı Karatekin University in Turkey, and a growing presence of international students. These initiatives not only diversify the academic community but also enhance NSU's reputation within global higher education networks.

NSU's focus on community development and social responsibility is reflected in its substantial scholarship programs, low-income outreach initiatives, and investments in community-oriented projects. Such measures promote equitable access to education, support regional development, and strengthen ties with the local population.

Graduate employability remains a key indicator of success, with a significant proportion of alumni securing positions within the region, demonstrating strong alignment between academic programs and labor market needs. Career services, industry engagement, and faculty involvement in operational companies further support this outcome and prepare students for both national and international professional pathways.

Overall, the university's strategic allocation of resources across teaching, research, internationalization, and community engagement demonstrates a holistic approach to institutional development. These efforts collectively reinforce NSU's reputation for academic excellence, social responsibility, and sustainable growth, positioning it as a leading institution in the region and a competitive participant in the global higher education landscape.