



MINGACHEVIR
STATE
UNIVERSITY

POLICY DOCUMENT

COLLABORATION POLICY

Website

www.sustainable.mdu.edu.az

Email

quality@mdu.edu.az

Address

D.Aliyeva st. 21. Mingachevir





01

Document Information

Scope	Information
Document Title	Collaboration Policy
Document Type	Policy Document
Document Code	MDU-POL-AF-007
Version	1.1
Initial Release Date	2024
Last Revision Date	2026
Validity Period	2024–2027
Document Status	Approved
Information Classification	Public
Prepared by	Department of International Relations and Cooperation
Approved by	Academic Council of Mingachevir State University
Responsible Unit	Department of International Relations and Cooperation
Owner	Department of International Relations and Cooperation
Scope	Academic staff, students, visiting scholars, and researchers
Related Documents	Teaching and Learning Policy, Ethical Organizational Behavior Policy, Public Disclosure and Transparency Policy
Superseded Document	Initial version dated 2024
Distribution	Official university website and internal systems
Storage Location	Electronic Document Management System

02

Purpose:

The primary purpose of this policy is to establish an effective, transparent, inclusive, and mutually beneficial collaboration environment at Mingachevir State University with local and international partners, and to ensure the sustainable development of such collaborations within a strategic management framework. The policy envisages the planned, coordinated, and result-oriented implementation of collaboration activities in alignment with the university's institutional development priorities and serves to continuously enhance the quality of partnership relations.

The policy promotes the development of the university's teaching and research activities in line with international standards by strengthening knowledge production through joint projects, academic programs, and research initiatives, while fostering innovation through collaboration with industry, startups, and research centers to enhance its academic, economic, and social impact. It also prioritizes international competitiveness and global integration by aligning with QS World University Rankings and Times Higher Education Rankings, expanding participation in international networks, and supporting academic mobility to build a multicultural academic environment.



Mingachevir State University considers collaboration with local and international partners as a strategic priority in order to prepare competitive specialists in the modern higher education environment and to develop innovative research activities. This approach contributes to improving the quality of education, developing highly skilled graduates equipped with modern knowledge and competencies, and facilitating the university's integration into the global academic community.

This policy document defines the legal, institutional, and ethical foundations of partnership activities within the university and establishes that these activities are regulated in accordance with the legislation of the Republic of Azerbaijan, the "Higher Education Strategy (2022–2035)," and the internal normative documents of Mingachevir State University. At the same time, it determines the mechanisms for planning, implementation, and evaluation of collaboration processes, ensuring their transparent and results-oriented management.

The collaboration policy promotes the adoption of international best practices, the exchange of knowledge and experience, and the development of innovative solutions. Within this framework, the university expands its cooperation with higher education institutions, research institutes, and industry and business organizations, strengthening its academic and research capacity through joint projects, academic programs, and research initiatives.

This approach contributes to the global recognition of Mingachevir State University, increases its competitiveness, and supports its sustainable development.



Strategic Partnership: Long-term and mutually beneficial collaboration between the university and local and international organizations.



Academic Mobility: The temporary participation of faculty, researchers, and students in educational and research activities at other institutions.



Knowledge Transfer: The transfer of scientific results and innovations generated at the university to society and industry for practical application.



International Projects: Activities implemented within the framework of programs such as Erasmus+ and Horizon Europe.



Collaboration Ethics: Norms that ensure academic integrity, transparency, and mutual respect among partners.

Collaboration activities at Mingachevir State University are multifaceted and aimed at strengthening the university's teaching, research, and innovation capacity. Within the framework of academic collaboration, dual degree programs are implemented, modern teaching methods are applied, and faculty and student exchange programs are organized, creating conditions for the development of education quality in line with international standards.

In the field of scientific collaboration, the university conducts joint research projects, places particular emphasis on the international dissemination of research outcomes, and considers increasing publications indexed in prestigious databases such as Scopus and Web of Science as a priority. This approach contributes to enhancing the university's scientific reputation and strengthening its position within the global academic environment.

University–industry collaboration is characterized by the organization of internship programs for students, the expansion of graduate employability opportunities, and the development of applied research. This model ensures the practical application of scientific results and increases the university's economic and social impact.

In the area of international relations, the university actively participates in global university networks, organizes international conferences and seminars, and expands its collaboration activities within the framework of programs such as Erasmus+ and Horizon Europe. These activities strengthen the university's international integration and contribute to its global recognition.

Mutual Benefit and Equality

Collaboration relationships are based on balanced and mutual interests, ensuring that the rights and responsibilities of all parties are equally respected.

Transparency and Accountability

All collaboration activities are conducted in an open and clear manner, decisions are well-justified, and regular reporting on outcomes is ensured.

Academic Integrity

Ethical standards are upheld in teaching and research activities, plagiarism and other violations are prevented, and objectivity and reliability are maintained.

Alignment with Global Standards

Collaboration activities are organized in accordance with international practices and standards and are developed in line with the criteria of globally recognized systems such as QS and THE Rankings.

Innovation and Sustainable Development

The application of new ideas and technological advancements is encouraged, aiming to ensure long-term and sustainable impact of collaboration outcomes.

Inclusivity and Diversity

Equal opportunities are provided for all partners, with respect for different cultures and diverse perspectives.

Strategic Objectives

Improving Position in International Rankings

Aligning institutional activities with the criteria of internationally recognized ranking systems such as QS and THE Rankings in order to enhance the university's global visibility and ensure continuous improvement of performance indicators.



Strengthening University-Industry Collaboration

Expanding partnerships with industry enterprises, increasing applied research activities, and developing internship and employment opportunities for students.



Enhancing Academic Mobility

Increasing the participation of faculty members, researchers, and students in international exchange programs and improving access to global academic experience.



Expanding Joint Scientific Activities

Increasing the number of joint research projects, scientific publications, and innovative initiatives with local and international partners.



Developing Digital Collaboration Platforms

Establishing and enhancing online collaboration environments, digital education and research platforms, and ensuring effective communication and information exchange with partners.



Key Performance Indicators (KPIs)

Objective	Indicator (KPI)	Baseline (2024)	Target (2027)	Timeline	Responsible Unit
Strengthening international partnerships	Number of active international collaboration agreements	20	≥35	2024–2027	Department of International Relations and Cooperation
Increasing academic mobility	Number of incoming and outgoing exchange participants	9	≥20	2024–2027	Department of International Relations and Cooperation
Promoting joint research output	Share of international co-authored Scopus publications	15%	≥35%	2024–2027	Department of Scientific Research and Innovation
Strengthening industry collaboration	Number of active industry partnership agreements	15	≥30	2024–2027	Department of Industry Relations and Alumni Affairs

Implementation Mechanism

Partnership initiatives are initially evaluated through a comprehensive and evidence-based approach, considering their alignment with the university's strategic objectives, expected academic, economic, and social benefits, potential risks, and required resources. This assessment ensures that proposed collaborations are relevant, feasible, and capable of delivering sustainable long-term value, while also taking into account the compatibility of institutional values, the reputation of potential partners, and their contribution to the university's internationalization and innovation agenda.

Following the evaluation phase, collaboration relationships are formally established through legal instruments such as Memoranda of Understanding (MoUs) and cooperation agreements, which clearly define the roles, rights, responsibilities, governance structures, and operational frameworks of the partnership. Based on these agreements, detailed and results-oriented action plans are developed, outlining specific objectives, key performance indicators, implementation timelines, responsible units or individuals, and measurable expected outcomes.

To ensure effective implementation, financial, human, and technical resources are strategically allocated, while continuous coordination and structured communication mechanisms support smooth execution and timely resolution of challenges. All activities and outcomes are systematically documented and used as an evidence base for monitoring, evaluation, and continuous improvement, enabling informed decision-making, strengthening accountability, and supporting institutional learning in the management of collaboration activities.

Governance and Responsibilities

Structure / Role	Responsibilities
Rector	Provides overall leadership in the implementation and oversight of the cooperation policy, ensures the adoption of strategic decisions, and assumes institutional-level responsibility for partnership development.
Academic Council	Defines the strategic directions of cooperation activities, approves key policies, and provides guidance on institutional partnerships and development priorities.
Department of International Relations and Cooperation	Acts as the primary implementing body, manages international partnerships, coordinates agreements, and ensures effective communication with external stakeholders.
Department of Scientific Research and Innovation	Coordinates joint projects, supports research collaborations, and facilitates innovation and knowledge transfer initiatives.
Faculties	Initiate and implement cooperation activities at the faculty level, engage in partnerships, and monitor and report on outcomes.
Department of Industry Relations and Alumni Affairs	Develops and maintains industry partnerships, organizes internships and placement opportunities, and supports graduate employability initiatives.

Monitoring and Evaluation

At Mingachevir State University, a comprehensive, systematic, and multi-level monitoring and evaluation framework is implemented to ensure the effectiveness, efficiency, and sustainability of collaboration activities. Within this framework, regular performance assessments are conducted based on clearly defined key performance indicators (KPIs), enabling the comparison of actual outcomes with established strategic objectives. Both quantitative and qualitative data are utilized to evaluate the impact, relevance, and added value of collaboration initiatives.

A structured semester-based reporting mechanism is applied to ensure consistent documentation and oversight of collaboration activities. Faculties, the Office of International Relations, and other relevant structural units are required to prepare and submit detailed reports to the university leadership. These reports include information on implemented activities, achieved results, progress against KPIs, resource utilization, challenges encountered, and identified opportunities for further development. The collected data are systematically analyzed and integrated into the university's internal quality assurance system, thereby strengthening institutional governance, enhancing transparency, and supporting evidence-informed decision-making processes.

Based on the findings of monitoring and evaluation processes, underperforming, inefficient, or strategically misaligned collaborations are subject to in-depth analysis. Corrective and optimization measures are implemented, which may include revising the structure and format of partnerships, updating action plans, redefining objectives and performance indicators, reassessing partner selection criteria, or, when necessary, discontinuing the collaboration. This adaptive management approach ensures effective risk mitigation, strengthens accountability, and promotes the efficient allocation and utilization of institutional resources.

Furthermore, the outcomes and impacts of collaboration activities are systematically incorporated into the university's annual institutional reports and made publicly available to stakeholders. This practice enhances institutional transparency, accountability, and stakeholder trust, while also enabling external evaluation and benchmarking. Overall, the monitoring and evaluation system serves as a core component of the university's strategic management framework, facilitating institutional learning, continuous improvement, and the achievement of sustainable development goals.

Stakeholder Engagement

At Mingachevir State University, partner engagement is considered a key factor in enhancing the effectiveness of collaboration activities and is implemented through a multifaceted approach. The university places particular emphasis on the involvement of industry representatives and international experts, actively utilizing their knowledge and experience in teaching and research processes. This approach contributes to the development of students' practical skills and ensures better alignment of the academic environment with real-sector needs.

Joint teaching and research activities constitute one of the main directions of collaboration with partners. Through joint programs, lectures, seminars, and research projects, knowledge exchange is strengthened, the generation of innovative ideas is encouraged, and the quality of scientific outcomes is enhanced. These activities make a significant contribution to the development of the university's academic and research capacity.

At the same time, collaboration involves the sharing of resources, including infrastructure, laboratories, information resources, and human capital. This enables the creation of a synergy effect among partners and enhances the efficiency and sustainability of collaboration activities through optimal resource utilization.

Networking and the organization of various events further expand partner engagement. By hosting international and local conferences, forums, seminars, and business meetings, the university strengthens relationships among partners and creates opportunities for new collaborations. These activities reinforce the university's position within global academic and professional networks.



13

Alignment with Sustainable Development Goals

The policy contributes to SDG 4 (Quality Education) by supporting joint academic programs with international partners, expanding academic mobility, and promoting knowledge exchange to enhance the overall quality of education.

It supports SDG 9 (Industry, Innovation and Infrastructure) through the development of university–industry collaboration, implementation of joint research initiatives, and strengthening of technology transfer mechanisms for practical application of research outcomes.

The policy aligns with SDG 17 (Partnerships for the Goals) by promoting strategic local and international partnerships, enabling resource sharing, and fostering collaborative initiatives aimed at sustainable development.

Evidence and Reporting

Mingachevir State University implements comprehensive and systematic evidence and accountability mechanisms to ensure the transparent, reliable, and traceable monitoring of collaboration activities. Within this framework, all partnership processes are thoroughly documented, verified through official records, and securely archived in accordance with institutional procedures, ensuring the availability of accurate and verifiable information for internal reviews, external evaluations, and audit processes.

Memoranda of Understanding (MoUs), cooperation agreements, and contractual documents form the legal and operational foundation of partnership relations, clearly defining the rights, responsibilities, and governance structures of all parties. In addition, detailed project documentation and periodic reports provide insights into implementation progress, achieved outcomes, resource utilization, and encountered challenges, supporting evidence-based decision-making and strategic planning.

Various forms of supporting evidence, including photographic materials, event programs, attendance records, and other visual documentation, are systematically collected and maintained as proof of implemented activities.

Measurable outputs such as scientific publications, patents, prototypes, and innovative products serve as key indicators of collaboration results and impact. Within the framework of academic mobility, official records related to exchange programs—such as agreements, participant lists, mobility reports, and certificates—are maintained and regularly updated, ensuring that collaboration activities are managed in a measurable, accountable, and evidence-based manner while supporting continuous improvement and sustainable institutional development.