MINGACHEVIR
STATE UNIVERSITY

2025
FINANCIAL REPORT

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BUDGET ALLOCATION
INVESTING TODAY, SHAPING TOMORROW

Our budget reflects our commitment to excellence in education, innovation, sustainability and community.



TOTAL BUDGET
15,148,000 AZN

TOTAL SHARE
100.00%

TOTAL BUDGET
15,148,000 AZN

Every investment we make today strengthens our tomorrow, for a sustainable, innovative and inclusive future.

DIRECTION (WHERE WE INVEST)	AMOUNT (AZN)	SHARE (%)
SALARIES AND SOCIAL CONTRIBUTIONS Supporting our people and recognizing their dedication and contribution.	6,284,760	41.49%
SUSTAINABILITY AND GREEN CAMPUS PROJECTS Investing in environmental sustainability and building a greener campus.	1,583,420	10.45%
TEACHING ACTIVITIES, EDUCATIONAL RESOURCES AND STUDENT SUPPORT SERVICES Enhancing quality education, resources and student well-being.	2,217,650	14.64%
BUILDING AND INFRASTRUCTURE MAINTENANCE Modernizing and maintaining our facilities and infrastructure.	1,067,830	7.05%
INFORMATION TECHNOLOGIES AND DIGITALIZATION Advancing digital transformation and smart solutions.	918,460	6.07%
RESEARCH AND INNOVATION Driving research excellence and fostering innovation.	1,226,740	8.10%
INTERNATIONAL COOPERATION AND PUBLIC ENGAGEMENT Building global partnerships and engaging the community.	738,520	4.88%
RISK MANAGEMENT AND FINANCIAL SUSTAINABILITY FUND Managing risks and ensuring long-term financial stability.	1,110,620	7.32%
TOTAL	15,148,000	100.00%

OUR COMMITMENT, YOUR FUTURE

PEOPLE
Supporting our people and building a stronger community.

SUSTAINABILITY
Protecting the environment for future generations.

EDUCATION
Quality education and student success.

INNOVATION
Advancing knowledge and creating new opportunities.

INFRASTRUCTURE
Creating safe and modern learning environments.

PARTNERSHIP
Working together for a global impact.

INTEGRITY
Building trust and ensuring sustainability.

GROWTH
For a stronger, more sustainable future.

TRANSPARENCY AND PUBLIC DISCLOSURE

Mingachevir State University is committed to the principles of transparency, accountability, and responsible financial governance. The University's financial management framework is based on openness, efficient resource allocation, and compliance with the legislation of the Republic of Azerbaijan and internationally recognized public sector financial reporting principles. Annual financial statements are prepared, audited through internal control mechanisms, and publicly disclosed to ensure stakeholder confidence and institutional accountability. This transparent financial approach supports the University's long-term sustainability, academic excellence, and strategic development objectives.

INCOME

During the 2025 fiscal year, Mingachevir State University generated a total income of 15,905,400 AZN. The University's financial resources were derived from diversified funding sources, including government appropriations, tuition fees, research grants, international projects, contractual educational services, consultancy activities, and other institutional revenues. The diversity of funding sources enhances financial resilience and enables continuous investment in education, research, digital transformation, infrastructure, sustainability initiatives, and international engagement.



EXPENDITURE

The University allocates its financial resources in accordance with its Strategic Development Plan and institutional priorities, ensuring the efficient and responsible use of public funds. During the 2025 reporting period, 41.49% of the total budget was allocated to staff salaries and social contributions, reflecting the University's continued investment in highly qualified academic and professional personnel. Teaching, learning resources and student support services accounted for 14.64% of total expenditure, while continued investment in research and innovation, information technologies, and digital transformation strengthened academic quality, research excellence, and institutional modernization.

Sustainability was one of the University's highest strategic investment priorities in 2025. A total of 1,583,420 AZN, representing 10.45% of the annual budget, was invested in Sustainability and Green Campus initiatives. These investments supported energy efficiency and renewable energy, Green Campus development, climate action and carbon management, biodiversity conservation, sustainable transportation, water resource management, waste reduction and recycling, sustainability education, and the implementation of the Sustainable Development Goals.

The University also continued to strengthen its international engagement through investments in global partnerships, academic mobility, collaborative initiatives, and participation in international university rankings. In addition, the Risk Management and Financial Sustainability Fund enhanced the University's long-term financial resilience, ensuring sustainable institutional growth and responsible financial governance.



YEAR-ON-YEAR FINANCIAL PERFORMANCE (2024-2025)

Expenditure Category	2024 (AZN)	2025 (AZN)	Change (%)
Staff Salaries and Social Contributions	**6,127,438**	**6,284,760**	**3**
Sustainability and Green Campus Projects	**823,765**	**1,583,420**	**92**
Teaching, Learning Resources and Student Support Services	**2,073,418**	**2,217,650**	**7**
Building and Infrastructure Maintenance	**987,620**	**1,067,830**	**8**
Information Technology and Digitalization	**842,315**	**918,460**	**9**
Research and Innovation	**1,034,870**	**1,226,740**	**19**
International Cooperation and Public Engagement	**648,590**	**738,520**	**14**
Risk Management and Financial Sustainability Fund	**981,392**	**1,110,620**	**13**
Total Expenditure	**13,519,408**	**15,148,000**	**12**

The University's financial performance remained strong in 2025, with total expenditure increasing by 12.05% compared with 2024. Increased investment in teaching and learning, research and innovation, digital transformation, campus infrastructure, and international cooperation supported the University's continued institutional development. The most significant growth was recorded in Sustainability and Green Campus initiatives, reflecting the University's strategic commitment to environmental sustainability, climate action, resource efficiency, and long-term financial resilience while strengthening its performance in international sustainability rankings.



STAFF SALARIES AND SOCIAL CONTRIBUTIONS

Staff Salaries and Social Contributions	Amount (AZN)	Share (%)
Academic Staff Salaries (Professors, Associate Professors, Lecturers and Teaching Assistants)	4,147,942	66
Administrative and Professional Staff Salaries	1,068,409	17
Social Security Contributions	502,781	8
Performance-Based Incentives and Research Bonuses	251,39	4
Overtime, Additional Teaching and Academic Services	188,543	3
Staff Professional Welfare and Social Support	125,695	2
Total	**6,284,760**	**100**

In the 2025 financial year, Mingachevir State University allocated 6,284,760 AZN to staff salaries and social contributions, representing the University's largest investment area. The majority of the budget (66%) supported the salaries of academic staff, reflecting the University's commitment to delivering high-quality teaching, research, and student supervision.

Additional funding was allocated to administrative and professional staff, statutory social security contributions, performance-based incentives, overtime and additional academic duties, and staff welfare programmes.

The University's remuneration policy aligns with national legislation and institutional strategic priorities, promoting staff retention, professional excellence, and sustainable human resource development.

SUSTAINABILITY AND GREEN CAMPUS INVESTMENT

Sustainability and Green Campus Investment Area	Amount	Share
Energy Efficiency and Renewable Energy	285,016	18
Green Campus and Landscape Development	269,181	17
Climate Action, Carbon Management and Net Zero Initiatives	205,845	13
Waste Management and Recycling	190,010	12
Water Resources Management	142,508	9
Biodiversity Conservation	142,508	9
Sustainability Education and Awareness	142,508	9
Sustainable Transportation and Mobility	110,839	7
Sustainability Governance and Monitoring	95,005	6
Total	1,583,420	100

In 2025, Mingachevir State University invested 1,583,420 AZN, representing 10.45% of its total annual budget, in Sustainability and Green Campus initiatives. The largest share was allocated to Energy Efficiency and Renewable Energy (18%) and Green Campus and Landscape Development (17%), followed by investments in Climate Action and Carbon Management (13%), Waste Management and Recycling (12%), Water Resources Management (9%), Biodiversity Conservation (9%), Sustainability Education and Awareness (9%), Sustainable Transportation and Mobility (7%), and Sustainability Governance and Monitoring (6%). These investments reinforce the University's commitment to environmental sustainability, the Sustainable Development Goals and international sustainability rankings.



TEACHING, LEARNING RESOURCES AND STUDENT SUPPORT SERVICES

Teaching, Learning Resources and Student Support Services	Amount (AZN)	Share (%)
Teaching Materials and Academic Resources	**554,412**	**25**
Library Resources (Printed Collections, E-books and Online Databases)	**354,824**	**16**
Laboratory Equipment and Practical Learning Facilities	**399,177**	**18**
Learning Management System (LMS), Digital Learning Platforms and E-learning Resources	**332,648**	**15**
Student Support Services (Academic Advising, Psychological Support, Inclusive Education and Career Services)	**310,471**	**14**
Teaching Quality Enhancement and Academic Staff Development	**155,236**	**7**
Student Development Programmes and Co-curricular Learning Activities	**110,882**	**5**
Total	**2,217,650**	**100**

During the 2025 financial year, Mingachevir State University invested 2,217,650 AZN in teaching, learning resources, and student support services to enhance educational quality and improve the overall student learning experience.

The largest share of the budget was allocated to teaching materials, academic resources, laboratory equipment, and practical learning facilities, ensuring that students have access to modern educational resources and learning environments. Significant investments were also made in the University's Learning Management System (LMS), digital learning platforms, electronic educational resources, and library services to strengthen technology-enhanced learning.

BUILDING AND INFRASTRUCTURE MAINTENANCE

Building and Infrastructure Maintenance	Amount (AZN)	Share (%)
Building Maintenance and Repair Works	**320,349**	**30**
Campus Utilities and Facility Maintenance	**181,531**	**17**
Classroom, Laboratory and Learning Space Renovation	**170,853**	**16**
Safety, Security and Fire Protection Systems	**117,461**	**11**
Accessibility Improvements and Inclusive Infrastructure	**96,105**	**9**
Preventive Maintenance of Mechanical and Electrical Systems	**85,426**	**8**
Green Campus Infrastructure and Landscape Maintenance	**64,07**	**6**
Furniture, Fixtures and General Infrastructure Upgrades	**32,035**	**3**
Total	**1,067,830**	**100**

During the 2025 financial year, Mingachevir State University invested 1,067,830 AZN in the maintenance and improvement of its buildings and campus infrastructure.

The largest share of expenditure was allocated to building maintenance and repair works, followed by investments in campus utilities, classroom and laboratory renovations, and the maintenance of mechanical and electrical systems. Additional funding supported safety and fire protection systems, accessibility improvements for students and staff with disabilities, Green Campus infrastructure, and the replacement or upgrading of furniture and facilities.



INFORMATION TECHNOLOGY AND DIGITALIZATION

Information Technology and Digitalization	Amount (AZN)	Share (%)
Digital Learning Infrastructure (LMS, E-learning Platforms and Educational Software)	**202,061**	**22**
IT Infrastructure (Servers, Storage Systems and Network Equipment)	**174,507**	**19**
Software Licences, Cloud Services and Enterprise Systems	**137,769**	**15**
Smart Classrooms and Digital Teaching Technologies	**110,215**	**12**
Cybersecurity, Data Protection and Information Security	**101,031**	**11**
ICT Equipment (Computers, Interactive Displays and Peripheral Devices)	**91,846**	**10**
Website Development, Digital Communication and Online Services	**55,108**	**6**
IT Staff Training and Digital Capacity Building	**45,923**	**5**
Total	**918,46**	**100**

During the 2025 financial year, Mingachevir State University invested 918,460 AZN in information technology and digitalization to strengthen its digital infrastructure, enhance teaching and learning, and improve institutional efficiency.

The largest share of expenditure was allocated to digital learning infrastructure, including the Learning Management System (LMS), e-learning platforms, and educational software. Significant investments were also made in servers, storage systems, network infrastructure, enterprise software, and cloud-based services to ensure secure, reliable, and efficient digital operations.



RESEARCH AND INNOVATION

Research and Innovation Expenditure	Amount (AZN)	Share (%)
Internal Research Grants	343,487	28%
Scientific Equipment and Laboratory Development	245,348	20%
Research Projects and Innovation Programmes	220,813	18%
Scientific Publications (Scopus/WoS APC, Editing)	147,209	12%
Conferences, Workshops and Research Events	122,674	10%
Young Researchers and Student Research Support	85,872	7%
Intellectual Property and Innovation Activities	61,337	5%
Total	**1,226,740**	**100%**

During the 2025 financial year, Mingachevir State University invested 1,226,740 AZN in research and innovation activities to strengthen institutional research capacity, scientific productivity, and innovation performance. The largest proportion of the budget was allocated to internal research projects and competitive research grants (28%), followed by investments in laboratory infrastructure, scientific equipment, and research software (20%).

The University also supported scientific publications, conference participation, collaborative international research projects, artificial intelligence research programmes, and innovation initiatives. Dedicated funding was provided for young researchers and student research activities, promoting research culture and capacity building across the institution.



INTERNATIONAL COOPERATION AND PUBLIC ENGAGEMENT

International Cooperation and Public Engagement	Amount (AZN)	Share (%)
International Partnerships and Strategic Collaboration	**184,63**	**25**
International Student and Staff Mobility Programmes	**132,934**	**18**
International Conferences, Forums and Academic Events	**110,778**	**15**
Global University Rankings, International Memberships and Accreditation	**88,622**	**12**
International Student Recruitment and Marketing Activities	**73,852**	**10**
Visiting Professors, International Experts and Academic Exchange	**59,082**	**8**
Public Engagement, Community Outreach and Social Responsibility Initiatives	**51,696**	**7**
International Promotion, Publications and Institutional Branding	**36,926**	**5**
Total	**738,52**	**100**

During the 2025 financial year, Mingachevir State University invested 738,520 AZN in international cooperation and public engagement to strengthen global partnerships, enhance international visibility, and expand stakeholder engagement.

The largest share of expenditure supported the development of international partnerships and strategic collaborations with higher education institutions, research organizations, and industry partners. Significant investments were also allocated to international student and staff mobility programmes, participation in international conferences and academic forums, and engagement in global university rankings, international memberships, and accreditation activities.

BORROWING

Mingachevir State University applies a prudent financial management policy aimed at maintaining long-term financial stability while minimizing financial risk. During the 2025 reporting period, the University did not incur any borrowing or long-term debt obligations. All operational activities, capital investments, and strategic development initiatives were financed through existing financial resources and approved budget allocations, demonstrating the University's strong financial discipline and institutional sustainability.

SURPLUS

During the 2025 fiscal year, Mingachevir State University generated a total income of 15,905,400 AZN. Financial resources were obtained from a diversified portfolio of funding sources, including government budget allocations, tuition fees, competitive research grants, international projects, contractual educational services, and other institutional revenues. The diversification of income sources enhances the University's financial resilience and provides a stable foundation for investment in education, research, infrastructure, digital transformation, sustainability initiatives, and international engagement.

