

# HE Higher Education Ranking 2025 RANKING REPORT OF:

**Azerbaijani University of Languages**

#HEHigherEducationRanking  
<https://ranking.heranking.com/2025>  
[info@ranking.heranking.com](mailto:info@ranking.heranking.com)

# Certificate of Ranking

This certificate is awarded to

[Azerbaijani University of Languages]

For being ranked (125<sup>th</sup>) in HE Higher Education  
Ranking, 2025 edition.

We acknowledge the outstanding commitment and excellence demonstrated by your university in maintaining a high standard of education and research, and for contributing towards the advancement of knowledge and innovation.

The ranking is accessible via the following link:

<https://ranking.heranking.com/2025/adu.edu.az>



# HE Higher Education Ranking, 2025 Edition

Ranking Report for:

**Azerbaijani University of Languages**



## University Profile:

**Name of the university:** Azerbaijani University of Languages

**Country:** Azerbaijan

**Website:** <https://www.adu.edu.az>

**Overall Ranking:** 125th/422

**Overall points for the ranking:** 6622

**Description:** Azerbaijan University of Languages is a public university in Baku, Azerbaijan. The student body consists of approximately 4,000 undergraduates and 900 graduate students. The university has a combined faculty of more than 700 teachers.



# Analysis of Data:

- 1<sup>st</sup> Criteria: Research

Allocated points by the university: 380 points

Maximum points for the criteria: 900 points

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- 2<sup>nd</sup> Criteria: Internationalization

Allocated points by the university: 335 points

Maximum points for the criteria: 700 points

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- 3<sup>rd</sup> Criteria: Teaching

Allocated points by the university: 510 points

Maximum points for the criteria: 800 points

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- 4<sup>th</sup> Criteria: Student Success, and Graduation

Allocated points by the university: 344 points

Maximum points for the criteria: 500 points

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- 5<sup>th</sup> Criteria: Faculty & Staff

Allocated points by the university: 354 points

Maximum points for the criteria: 600 points

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- 6<sup>th</sup> Criteria: Funding, Finance, and Grants

Allocated points by the university: 122 points

Maximum points for the criteria: 300 points

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- 7<sup>th</sup> Criteria: Facilities & Resources, and management

Allocated points by the university: 144 points

Maximum points for the criteria: 300 points

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- 8<sup>th</sup> Criteria: Social, and Cultural Impact of the University

Allocated points by the university: 273 points

Maximum points for the criteria: 400 points

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- 9<sup>th</sup> Criteria: Quality Assurance, Accreditation, and Networking

Allocated points by the university: 319 points

Maximum points for the criteria: 600 points

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- 10<sup>th</sup> Criteria: Equity, equality, Diversity, and inclusion

Allocated points by the university: 368 points

Maximum points for the criteria: 400 points

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- 11<sup>th</sup> Criteria: Foreign Language, and Linguistic Impact

Allocated points by the university: 312 points

Maximum points for the criteria: 400 points

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- 12<sup>th</sup> Criteria: UN SDGs, and 2030 Agenda

Allocated points by the university: 52 points

Maximum points for the criteria: 200 points

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- 13<sup>th</sup> Criteria: Labor Market

Allocated points by the university: 250 points

Maximum points for the criteria: 400 points

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- 14<sup>th</sup> Criteria: Recreation, support, and entertainment

Allocated points by the university: 104 points

Maximum points for the criteria: 300 points

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- 15<sup>th</sup> Criteria: IT, and computer equipment

Allocated points by the university: 192 points

Maximum points for the criteria: 300 points

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- 16<sup>th</sup> Criteria: Lifelong learning

Allocated points by the university: 500 points

Maximum points for the criteria: 500 points

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- 17<sup>th</sup> Criteria: Data Management

Allocated points by the university: 300 points

Maximum points for the criteria: 300 points

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- 18<sup>th</sup> Criteria: Admissions & Enrollments

Allocated points by the university: 265 points

Maximum points for the criteria: 400 points

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- 19<sup>th</sup> Criteria: Media

Allocated points by the university: 250 points

Maximum points for the criteria: 300 points

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- 20<sup>th</sup> Criteria: Academic Freedom

Allocated points by the university: 200 points

Maximum points for the criteria: 200 points

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- 21<sup>st</sup> Criteria: Support of distance learning

Allocated points by the university: 200 points

Maximum points for the criteria: 300 points

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- 22<sup>nd</sup> Criteria: Innovation and creativity

Allocated points by the university: 300 points

Maximum points for the criteria: 200 points

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- 23<sup>rd</sup> Criteria: Sustainability and management

Allocated points by the university: 200 points

Maximum points for the criteria: 200 points

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- 24<sup>th</sup> Criteria: Academic Transparency

Allocated points by the university: 200 points

Maximum points for the criteria: 200 points

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- 25<sup>th</sup> Criteria: Futuristic Concept of the University

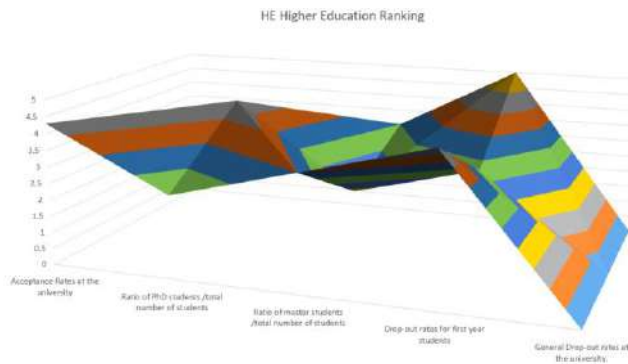
Allocated points by the university: 148 points

Maximum points for the criteria: 200 points

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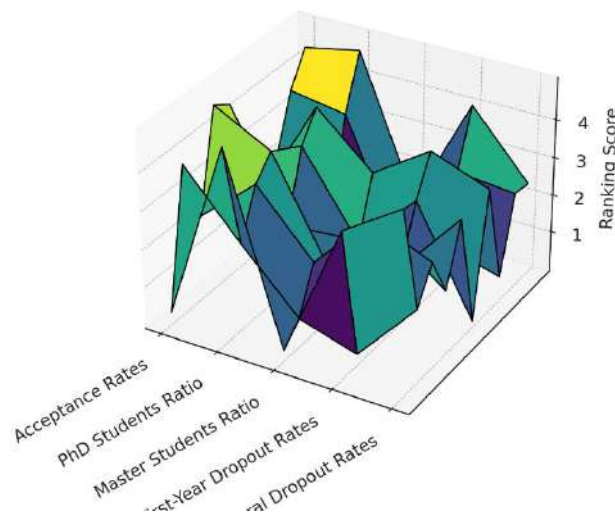
## About HE Higher Education Ranking:



The HE Higher Education Ranking Project is a scientifically grounded, academically rigorous, and research-driven ranking institution designed to assess higher education institutions worldwide. Unlike traditional ranking systems that primarily emphasize prestige and historical reputation, this

ranking focuses on dynamic, real-world performance indicators that drive institutional improvement and impact. The HE Higher Education Ranking does not merely classify universities; it empowers them. By assessing performance across teaching quality, research excellence, governance, sustainability, social responsibility, and innovation, the ranking provides universities with valuable insights into their strengths and areas for improvement.

HE Higher Education Ranking - 3D Surface Visualization



Rather than reinforcing rigid hierarchies in higher education, this ranking encourages continuous development, adaptation, and long-term institutional excellence. Through an inclusive, global, and future-focused methodology, HE Higher Education Ranking serves as both a benchmark for institutional success and a blueprint for meaningful progress in higher education worldwide.

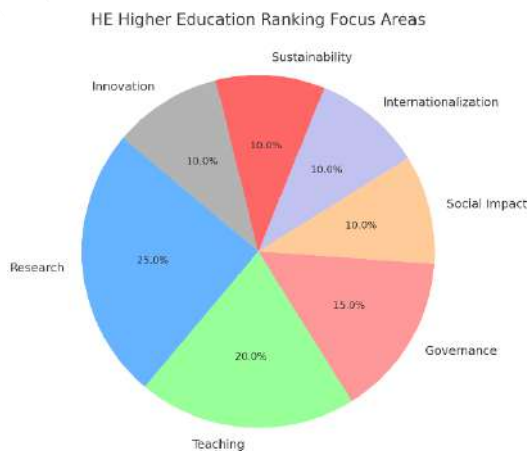
## What Makes This Ranking Unique?

The HE Higher Education Ranking is built on the principles of:

- ✓ Academic Transparency & Freedom – Promoting unrestricted access to knowledge, research, and institutional data.



✓ **Data-Driven Assessment** – Measuring universities through 25 comprehensive criteria and 138 performance indicators, ensuring an objective and actionable evaluation.



✓ **Social & Scientific Impact** – Highlighting universities' contributions to cultural, social, and economic development, beyond just research output.

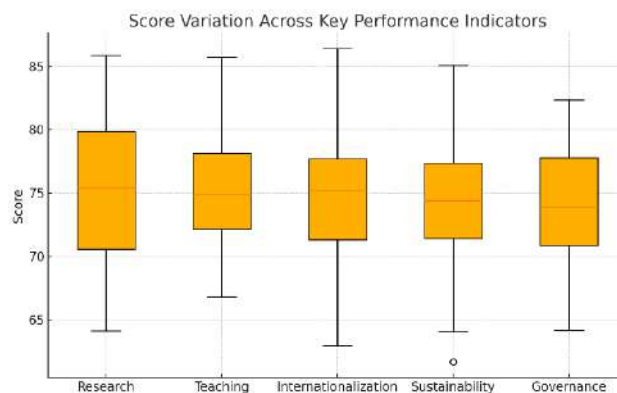
✓ **Equity & Inclusivity** – Supporting diverse, inclusive higher education models and eliminating barriers to access.

✓ **Institutional Growth & Improvement** – Providing universities with clear, data-backed roadmaps for enhancing performance across

teaching, research, governance, and innovation.

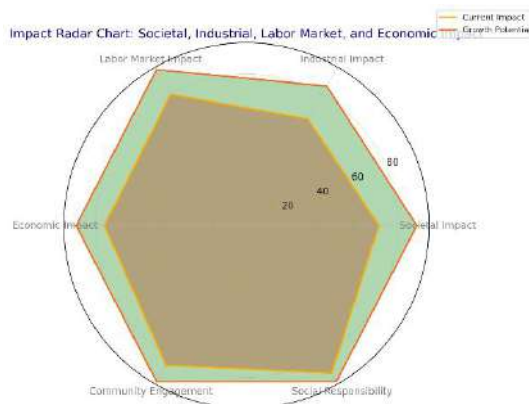
## Our Approach

At HE Higher Education Ranking, our approach is centered on a transformative vision to elevate higher education institutions worldwide. Unlike traditional rankings that focus primarily on reputation, we emphasize real, fair, and equitable Key Performance Indicators (KPIs) that offer actionable insights for institutional growth and long-term development. Our ranking methodology ensures that universities are evaluated through a transparent, impartial, and dynamic framework designed to improve institutional operations, expand access to higher education, support internationalization, enhance scientific research, and align academic outcomes with labor market needs. We believe that higher education should be inclusive, innovative, and responsive to societal and economic challenges. By analyzing performance across 25 key criteria and 138 indicators, we enable universities to enhance their teaching strategies, improve governance models, and foster student success. Our approach supports academic transparency and freedom, ensuring that institutions operate in an environment that encourages open access to information and data, collaboration, and global mobility.



Beyond measuring institutional performance, the ranking is designed to drive meaningful change. Universities are evaluated not only on their research and teaching excellence but also on their cultural, social, and scientific impact. The ranking recognizes institutions that actively contribute to societal development, promote social justice and eliminate barriers to equity and inclusion in higher education. By encouraging universities to align with global best practices, we empower

them to bridge the gap between education and the labor market, ensuring that graduates are equipped with future-ready skills. Through a commitment to fairness, transparency, and



innovation, HE Higher Education Ranking is more than just a classification system; it is a strategic tool for universities to measure progress, refine their policies, and enhance their global standing. By offering a structured path to continuous improvement, we enable institutions to adapt, evolve, and make a lasting impact on higher education worldwide. The ranking approach is based on supporting academic transparency and freedom, access to information and data,

achieving the cultural, social, and scientific impact of higher education institutions, promoting social justice, and eliminating all forms of discrimination and injustice in higher education institutions.

## The 2025 Questionnaire: A More Comprehensive and Data-Driven Approach

For the 2025 edition of the HE Higher Education Ranking, we have significantly enhanced our questionnaire to ensure a more detailed, data-rich, and insightful assessment of participating universities. Recognizing the need for greater precision in evaluating institutional performance, we have refined and expanded the questionnaire to collect richer and more specific data. This ensures that universities receive customized insights tailored to their unique contexts, allowing for a more accurate evaluation of their strengths, challenges, and opportunities for improvement.

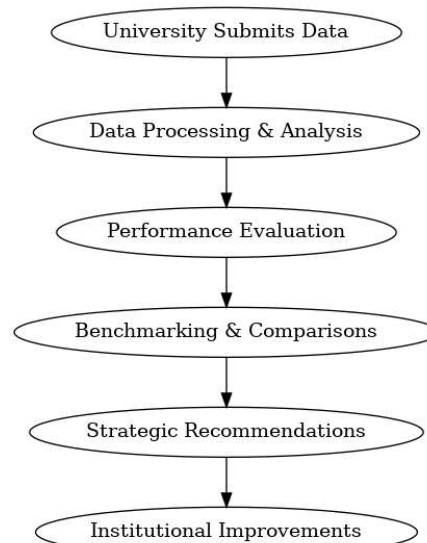


The updated questionnaire is designed to provide institutions with a clearer understanding of their development areas, equipping them with data-driven recommendations for strategic enhancement. By delving deeper into key performance areas such as research output, teaching effectiveness, student experience, governance,

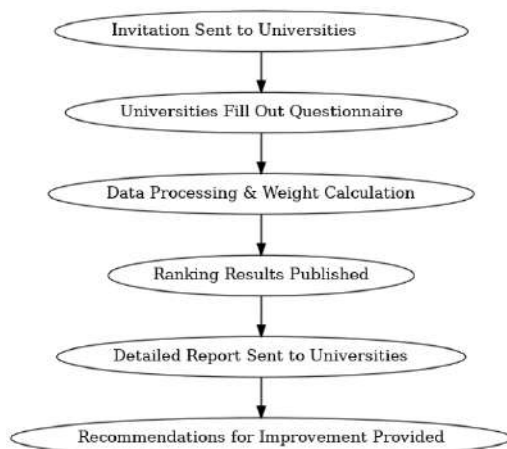
internationalization, and societal impact, we ensure that the ranking offers a more holistic and meaningful perspective on university performance. The additional depth in the

questionnaire allows for a more nuanced analysis, enabling institutions to identify areas of excellence and pinpoint specific opportunities for growth.

This new approach ensures that the data universities submit is not only used for ranking purposes but also serves as a roadmap for institutional enhancement. With a greater level of detail and specificity, universities can leverage their ranking data to improve key aspects of their operations, refine their academic strategies, and strengthen their global engagement. The HE Higher Education Ranking is committed to helping institutions maximize their potential, and the improvements in the 2025 questionnaire reflect this dedication. By making the questionnaire more comprehensive, we aim to provide universities with more precise feedback, detailed benchmarking reports, and practical recommendations that can support their continuous improvement. Universities that engage fully with the new questionnaire will benefit from a more targeted and strategic evaluation, empowering them to take proactive steps toward excellence in the global academic landscape.



## Methodology



HE Higher Education Ranking is built upon a rigorous, data-driven methodology designed to enhance the operational effectiveness of higher education institutions worldwide. The ranking evaluates universities based on a set of carefully selected Key Performance Indicators (KPIs), each aligned with broader criteria that reflect the overall quality, performance, and impact of an institution. By employing a transparent and structured approach, the ranking provides universities with valuable insights into their strengths and areas for improvement, fostering

continuous institutional growth and excellence.



### The Mechanism for inclusion of higher education institutions to the ranking:

Each year, in November, higher education institutions are invited to participate in the ranking. Universities are given a specific timeframe to complete the comprehensive questionnaire, which collects detailed information on multiple dimensions of institutional performance. Once the submission period closes, the responses are analyzed, and the results are computed based on the assigned weight of each criterion. This ensures a balanced and fair assessment that considers both qualitative and quantitative indicators. Following the publication of the ranking results, each participating institution receives a personalized, detailed performance report. This report not only presents a breakdown of scores across all evaluated criteria and performance indicators but also includes tailored recommendations for strategic improvement. By leveraging these insights, universities can refine their policies, enhance their academic and research strategies, and take informed steps to elevate their global standing in subsequent ranking editions. The HE Higher Education Ranking is more than just an evaluative framework; it is a strategic tool for institutional advancement, ensuring that universities are equipped with the necessary data, feedback, and guidance to achieve sustainable growth and long-term excellence.

No.	Criteria	Value percentage
1	Research	9%
2	Internationalization	7%
3	Teaching	8%
4	Student Success, and Graduation	5%
5	Faculty & Staff	6%
6	Funding, Finance, and Grants	3%
7	Facilities & Resources, and management	3%
8	Social, and Cultural Impact of the University	4%
9	Quality Assurance, Accreditation, and Networking	6%
10	Equity, equality, Diversity, and inclusion	4%
11	Foreign Language, and Linguistic Impact	4%
12	UN SDGs, and 2030 Agenda.	2%
13	Labor Market	4%
14	Recreation, support, and entertainment	3%
15	Information Technology, and computer equipment	3%
16	Lifelong learning	5%
17	Data Management	3%
18	Admissions & Enrollments	4%
19	Media	3%
20	Academic Freedom	2%
21	Support of distance learning	3%
22	Innovation and creativity	3%
23	Sustainability and management	2%
24	Academic Transparency	2%
25	Futuristic Concept of the University	2%

## Structure of the criteria and Main Branches

HE Higher Education Ranking adopts a **comprehensive and holistic approach** to ranking higher education universities, firmly committed to enhancing their overall performance across multiple dimensions.

### Branch 1: Research: (22%)

Research: 9%  
Quality Assurance, Accreditation, and Networking: 6%  
Innovation and Creativity: 3%  
Sustainability and Management: 2%  
UN SDGs and 2030 Agenda: 2%

### Branch 2: Internationalization (21%)

Internationalization: 7%  
Faculty & Staff: 6%  
Academic Freedom: 2%  
Foreign Language and Linguistic Impact: 4%  
Academic Transparency: 2%

### Branch 3: Teaching (20%)

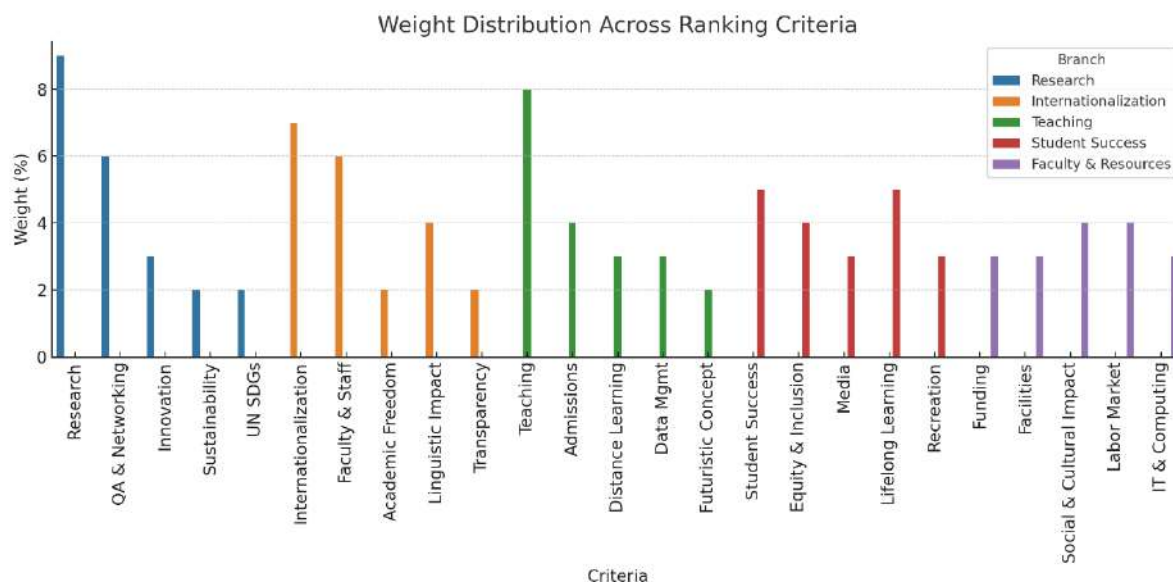
Teaching: 8%  
Admissions & Enrollments: 4%  
Support of Distance Learning: 3%  
Data Management: 3%  
Futuristic Concept of the University: 2%

### Branch 4: Student Success and Graduation (20%)

Student Success and Graduation: 5%  
Equity, Equality, Diversity, and Inclusion: 4%  
Media: 3%  
Lifelong Learning: 5%  
Recreation, Support, and Entertainment: 3%

### Branch 5: Faculty & Resources Management (17%)

Funding, Finance, and Grants: 3%  
Facilities & Resources and Management: 3%  
Social and Cultural Impact of the University: 4%  
Labor Market: 4%  
Information Technology and Computer Equipment: 3%

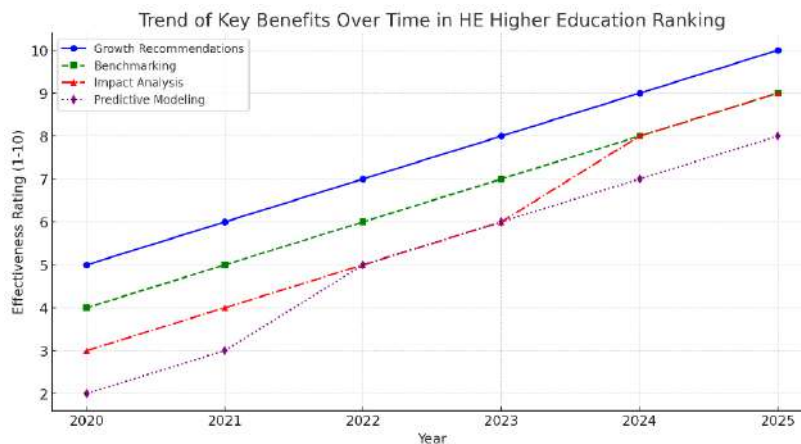


## Why Universities Should Join HE Higher Education Ranking?

Higher education rankings are essential for evaluating and enhancing universities' performance on a global scale. By participating in a HE Higher Education Ranking, institutions gain critical insights into their academic, research, and societal impact, leading to continuous development and strategic growth. Rankings provide universities with benchmarking tools to measure their competitiveness, governance, and overall contributions to education and society.

### The Importance of University Rankings:

1. **Performance Measurement:** HE Higher Education Ranking assesses universities annually using clear and specific Key Performance Indicators (KPIs), helping institutions improve in scientific, research, and social domains.
2. **Global Academic Competitiveness:** HE Higher Education Ranking provides a structured comparison of universities worldwide, helping institutions strengthen their international standing.
3. **Cultural and Social Impact:** It reflects the influence of universities on their local communities, highlighting community initiatives and global contributions.



4. **Equity and Inclusion:** HE Higher Education Ranking emphasizes the role of universities in promoting social justice, human rights, and equality, ensuring fairness regardless of race, gender, or background.

5. **Labor Market Influence:** It helps assess universities' contributions to workforce development, job creation, and graduate employability.
6. **Transparency and Academic Freedom:** HE Higher Education Ranking highlights institutions' commitment to transparency, governance, and academic independence.
7. **Social Sustainability:** It provides a measure of universities' sustainability efforts and social responsibility.
8. **Parental and Student Guidance:** HE Higher Education Ranking allows parents and students to compare institutions and make informed educational choices.
9. **Quality of Student Experience:** It offers insights into the facilities, resources, and student support services available at universities.

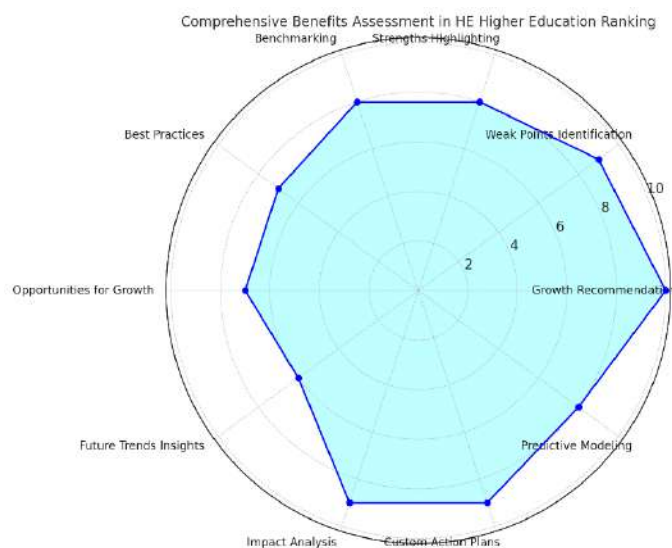


10. **Alignment with Global Standards:** HE Higher Education Ranking measures universities' compliance with international standards, such as the United Nations' Sustainable Development Goals (SDGs).
11. **Governance Evaluation:** Institutions can use HE Higher Education Ranking to assess and enhance their governance structures.
12. **Impact on Policy and Decision-Making:** Governments and policymakers use HE Higher Education Ranking data to gauge universities' local, regional, and global influence.
13. **Financial Oversight:** HE Higher Education Ranking helps funding agencies understand universities' financial governance, spending mechanisms, and scholarship distributions.
14. **Stakeholder Insights:** Universities' social, industrial, and regional roles can be better understood through HE Higher Education Ranking data.

### Comprehensive Benefits of Participation

By joining the HE Higher Education Ranking, universities receive a detailed institutional report that includes:

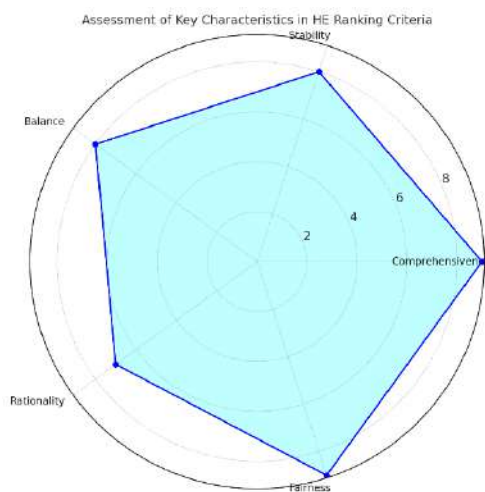
1. **Recommendations for Growth and Excellence:** Actionable strategies to enhance institutional performance.
2. **Identification of Weak Points:** Analysis of areas needing improvement.
3. **Highlighting Strengths:** Recognition of key areas of excellence.
4. **Comparative Benchmarking:** Insights on how the institution compares regionally, within the same discipline, and globally.
5. **Best Practices:** Strategies from top-performing institutions to inspire improvement.
6. **Opportunities for Growth:** Identification of untapped areas for development.
7. **Future Trends and Insights:** Foresight on trends that universities can leverage.
8. **Impact Analysis:** Overview of the university's contributions to society, industry, and the labor market.
9. **Custom Action Plans:** A roadmap for sustainable institutional growth.
10. **Predictive Modeling:** Data-driven insights for optimizing university operations and strategic planning.



## Characteristics of the Criteria and Performance Indicators in the Ranking:

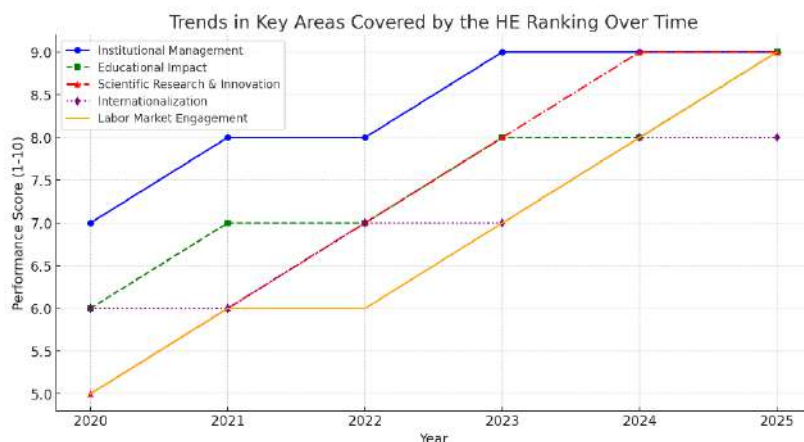
The ranking system is designed with a robust framework that ensures credibility, reliability, and fairness. The key attributes of its criteria and performance indicators include:

- 1- **Comprehensiveness** – The ranking covers all critical aspects of higher education, providing a holistic evaluation of institutions across academic, research, and societal dimensions.
- 2- **Stability** – The methodology is structured to ensure consistent and reliable results, minimizing anomalies or fluctuations in performance measurements.
- 3- **Balance** – Each criterion is carefully weighted to reflect a fair and realistic assessment, promoting meaningful and equitable improvements in higher education institutions.
- 4- **Rationality** – The standards are practical and attainable, ensuring institutions can work towards achieving them without unrealistic expectations.
- 5- **Fairness** – The ranking system is designed to be impartial and universally applicable, allowing institutions from diverse regions and backgrounds to participate under equitable conditions.



## General Areas Covered by the Ranking?

The ranking evaluates institutions based on their performance across multiple key domains, ensuring a comprehensive assessment of higher education excellence. These areas include:



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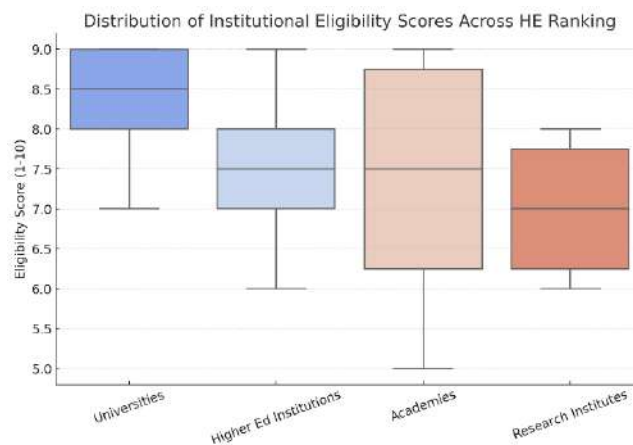
1. **Higher Education Institutional Management** – Governance, leadership, and operational effectiveness.
2. **Educational Impact** – Quality, accessibility,

- and outcomes of the teaching and learning process.
3. **Scientific Research & Innovation** – Research output, funding, citations, and innovation contributions.
  4. **Internationalization** – Global partnerships, exchange programs, and international student engagement.
  5. **University-Society & Labor Market Engagement** – Industry collaborations, employability rates, and community impact.

## What are the higher education institutions that are eligible to be included in the ranking?

The ranking is open to institutions that meet specific academic and research criteria. The following types of institutions are eligible for inclusion:

1. **Universities** – Public and private higher education institutions offering degree programs.
2. **Higher Education Institutions** – Colleges and institutions providing tertiary education.
3. **Academies & Research-Based Educational Institutions** – Institutions focused on advanced academic and research programs.
4. **Scientific Research Institutes** – Organizations dedicated to research and knowledge advancement in various fields.



## Institutions Not Eligible for Inclusion

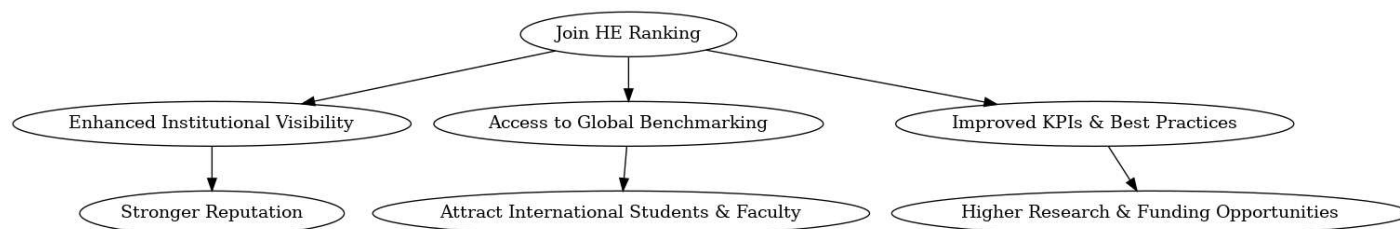
Certain institutions fall outside the scope of the ranking due to their focus areas and educational models. These include:

1. **Vocational Institutes** – Institutions primarily focused on technical and skills-based training.
2. **Training Centers** – Short-term training programs that do not provide higher education degrees.
3. **Technical Education Centers** – Centers specializing in technical and trade education rather than academic research.

4. **Pre-University Education Institutions** – Schools and institutions providing primary or secondary education rather than higher education.

## Key Notes About the Ranking:

- 1- **Free Access** – Participation in the ranking is completely free, ensuring equal opportunities for all higher education institutions (HEIs) worldwide.
- 2- **Continuous Improvement** – Key Performance Indicators (KPIs) may be refined and enhanced in future editions to reflect evolving trends and best practices in higher education.
- 3- **Institution-Level Comparison** – The ranking evaluates institutions holistically, providing a comprehensive analysis at the organizational level rather than focusing on individual programs or departments.
- 4- **Global Scope** – The ranking transcends geographical and continental boundaries, allowing institutions from diverse regions to participate and benchmark themselves on an international scale.
- 5- **Expert Oversight & Development** – A dedicated **Council of Experts** convenes regularly to ensure the ranking's integrity, originality, and ongoing evolution, adding strategic value to higher education institutions.



## HE Higher Education Ranking in Research and Publications:

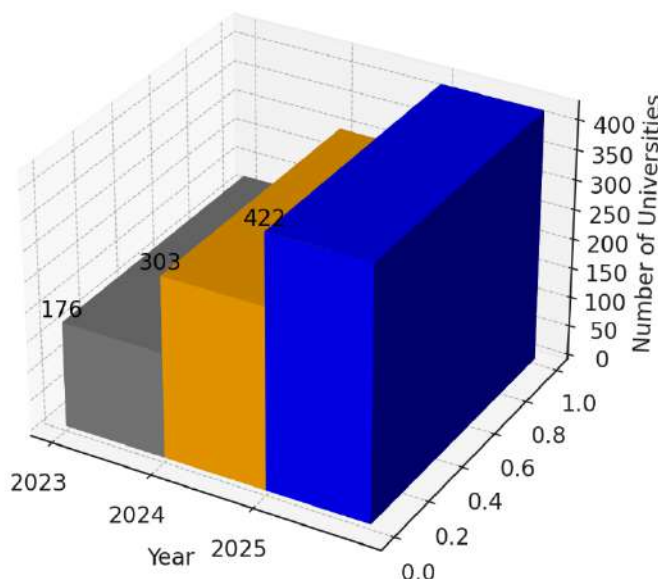
- 1- Kayyali, M (2023). Introduction to HE Higher Education Ranking: Methodology, Criteria, and Indicators (First edition). HE Higher Education Ranking. ISBN: 9780599896628.
- 2- [Pending Patent] Kayyali, M. (2023). Holistic & Multidimensional Ranking Methodology for Universities. USPTO United States Patent and Trademark Office.
- 3- Kayyali, M. (Ed.). (2025). Contemporary Approaches to Internationalization in Higher Education. IGI Global Scientific Publishing. ISBN: 9798369368497
- 4- Kayyali, M. (Ed.). (2025). International Academic Transformations and Cross-Border Collaborations. IGI Global Scientific Publishing. ISBN: 9798337305080
- 5- Kayyali, M. (Ed.). (2025). Building Organizational Capacity and Strategic Management in Academia. IGI Global Scientific Publishing. ISBN: 9798369369678
- 6- Kayyali, M. (Ed.). (2025). Navigating Quality Assurance and Accreditation in Global Higher Education. IGI Global Scientific Publishing. ISBN: 9798369369159
- 7- Kayyali, M. (Ed.). (2025). Cultivating Creativity and Navigating Talent Management in Academia. IGI Global Scientific Publishing. ISBN: 9798369368800
- 8- Kayyali, M. (Ed.). (2024). Rebuilding Higher Education Systems Impacted By Crises: Navigating Traumatic Events, Disasters, and More. IGI Global. ISBN: 9798369319260
- 9- Kayyali, M (2025). Higher Education Rankings and Their Worldwide Significance
- 10- Dissecting Methodologies, Systems, and Global Influence. APA Apple Academic Press. ISBN: 9781779640062
- 11- Kayyali, M (2024). Crisis Management in Higher Education Challenges and Solutions. Edwin Mellen Press. ISBN: 9781495512971
- 12- Kayyali, M, & Christiansen, Bryan (2024). Insights Into International Higher Education Leadership and the Skills Gap. IGI Global.
- 13- Kayyali, M. (Ed.). (2024). Building Resiliency in Higher Education: Globalization, Digital Skills, and Student Wellness. IGI Global.
- 14- Kayyali, M (2024). Quality Assurance and Accreditation in Higher Education: Issues, Models, and Best Practices. Palgrave Macmillan (Springer). ISBN: 9783031666230



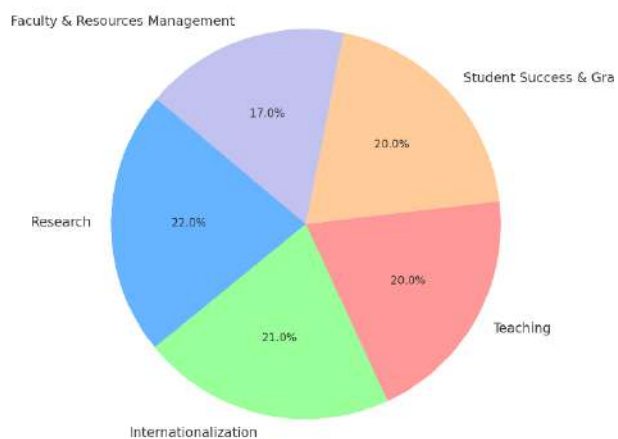
## Insights from Higher Education Ranking 2025 results:

HE Higher Education Ranking, 2025 Edition included 422 universities from over 55 countries.

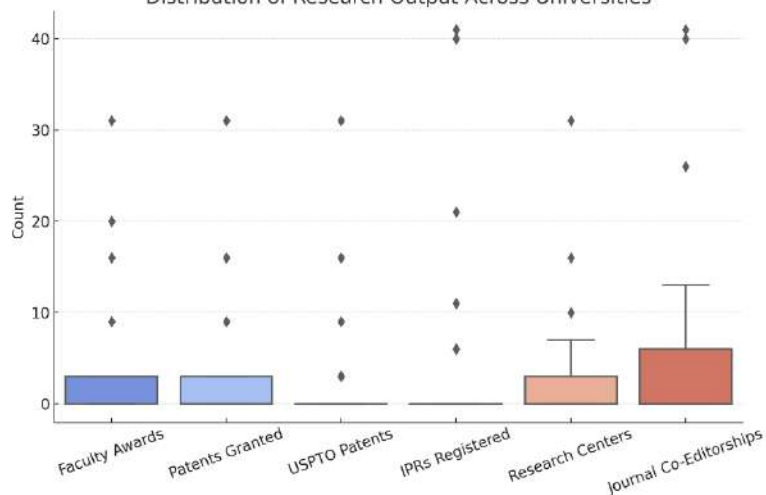
### 3D Growth of Participating Universities (2023-2025)



HE Higher Education Ranking - Weight Distribution Across Main Branches



Distribution of Research Output Across Universities





## Overview of Performance

### Overview of Performance: Azerbaijani University of Languages

The Azerbaijani University of Languages has demonstrated a strong commitment to higher education, research, and institutional governance, positioning itself as a key player in Azerbaijan's academic landscape. Based on the data provided, the university maintains an active role in research, though there is room for expansion in scholarly output and international impact. The number of publications in peer-reviewed journals and indexed databases suggests ongoing efforts toward academic excellence. However, the university's presence in high-impact journals, particularly in Scopus-indexed Q1 and Q2 categories, could be further strengthened to elevate its global recognition.

The university also exhibits a structured approach to academic transparency and governance. Democratic decision-making processes are actively in place, ensuring faculty and student engagement in key policy decisions. Additionally, financial reports are regularly disclosed, reinforcing transparency and accountability in institutional management. These factors contribute to the university's credibility and trustworthiness within the academic community.

While futuristic investment remains in its early stages, with only a limited percentage of the budget allocated to modern technologies such as artificial intelligence and the metaverse, the university's commitment to innovation is evident in its long-term planning. The five-year operational strategy outlines clear goals for development, including faculty expansion from its own graduate pool, further strengthening institutional identity and continuity.

## Recommendations for Growth and Excellence

### Recommendations for Growth and Excellence

To enhance its academic standing and further strengthen its position in higher education, the Azerbaijani University of Languages should focus on key areas of development, leveraging its existing strengths while addressing opportunities for growth. One of the primary areas for improvement is research output and impact. While the university has an active publishing culture, increasing the proportion of papers in high-impact, indexed journals will significantly boost its global academic influence. Establishing research collaborations with international institutions, encouraging faculty to engage in interdisciplinary projects, and providing financial incentives for high-quality research publications can accelerate this process.

Additionally, academic transparency and governance could benefit from further digital integration. Implementing a centralized digital system for financial and academic disclosures will not only reinforce transparency but also streamline access to critical information for students, faculty, and stakeholders. This will foster trust and improve institutional credibility on a larger scale. Another area of potential growth lies in technological adoption. The university has room to expand its investments in modern educational technologies, including artificial intelligence, digital learning platforms, and virtual reality applications. These innovations can enhance the learning experience and prepare students for the evolving global job market.

Furthermore, strengthening alumni engagement and graduate retention within faculty appointments can build a more sustainable academic environment. Encouraging graduates to pursue faculty positions within the institution fosters a sense of continuity and academic excellence. A structured mentorship program between experienced faculty and aspiring educators can further nurture future academic leaders.

## Identification of Weak Points to Address

### Identification of Weak Points to Address

While the Azerbaijani University of Languages has demonstrated strong academic performance in several areas, there are specific aspects that require attention to ensure continuous improvement. One of the primary weaknesses lies in the university's research output in high-impact journals. Although publications are being produced consistently, the proportion of papers appearing in Q1 and Q2 Scopus-indexed journals remains relatively low. This limits the institution's global academic visibility and ranking potential. Encouraging faculty members to target higher-tier journals through structured training programs, research grants, and collaborative projects with top-ranking institutions can help address this challenge.

Another critical area for improvement is the university's investment in emerging educational technologies. The data suggests that only a small portion of the budget is allocated to advancements such as artificial intelligence, virtual learning environments, and the metaverse. In a rapidly evolving educational landscape, failing to integrate these technologies could place the institution at a disadvantage compared to more digitally advanced universities. A more proactive approach to digital transformation—through faculty training, pilot technology-driven programs, and strategic partnerships with ed-tech providers—would greatly enhance the student learning experience and institutional competitiveness.

Additionally, while the university maintains a structured governance system, there is room for greater student and faculty participation in decision-making processes. Transparent mechanisms that allow for more inclusive policy formulation can lead to better engagement and institutional trust. Improving communication channels between administration and stakeholders will ensure that policies are aligned with the evolving needs of the academic community.

## Highlights of Strong Points to Celebrate

### Highlights of Strong Points to Celebrate

The Azerbaijani University of Languages has several commendable strengths that position it as a leader in higher education within Azerbaijan and beyond. One of the university's key strengths lies in its robust research culture. Despite the challenges faced in international publishing, the university has consistently produced a significant number of academic papers. This indicates a deep commitment to research and knowledge creation across various disciplines. The university's ability to maintain a steady stream of publications, even with limited resources, demonstrates resilience and a strong academic foundation.

Another area where the university excels is in its transparent governance. The data reveals a clear and effective decision-making structure, where policies and procedures are regularly disclosed to stakeholders. This transparency helps build trust among students, faculty, and the broader academic community. The university's openness in sharing financial and academic reports highlights its commitment to accountability, which is a rare but vital strength in today's higher education landscape.

Furthermore, the university's operational planning is a significant asset. The comprehensive five-year operational plan reflects foresight and a strategic approach to institutional development. This long-term vision ensures that the university remains adaptable to changing educational trends while staying focused on its mission. The detailed planning also includes strategies for faculty development, graduate retention, and alumni engagement—each of which contributes to the university's sustainability and growth.

## Multi-Year Improvement Plans

### Multi-Year Improvement Plans

To drive sustained growth and excellence, the Azerbaijani University of Languages can benefit from a structured, multi-year improvement plan that addresses both immediate priorities and long-term goals. The plan can be broken down into short-term, medium-term, and long-term objectives that focus on key areas of development, ensuring continuous progress.

In the short term (1-2 years), the university should focus on strengthening its research capacity by targeting higher-tier academic journals for publication. This can be achieved through research training programs for faculty, incentivizing publications in Scopus-indexed journals, and fostering international collaborations. Additionally, prioritizing faculty professional development and enhancing the use of digital tools for teaching can quickly elevate the learning experience.

The medium-term goals (3-5 years) should center on integrating advanced educational technologies. This would involve a substantial investment in platforms for digital learning, virtual classrooms, and tools for research innovation, such as AI and the metaverse. Establishing a digital transformation strategy with measurable milestones will ensure that the university remains at the forefront of technological advancement in higher education. Furthermore, improving alumni engagement by developing mentorship programs and encouraging graduates to take on faculty roles can promote continuity and long-term sustainability.

For long-term objectives (5+ years), the university should focus on global partnerships and brand expansion. This would include increasing its research impact on an international scale, establishing itself as a center of excellence in language studies, and cultivating a diverse and talented faculty body. Developing a global outreach program and actively participating in international academic networks will enhance the university's global recognition and attract students from around the world.

## Predictive Modeling

### Predictive Modeling: Projecting Performance Over the Next 3-5 Years

If the Azerbaijani University of Languages were to implement targeted strategies, such as increasing research funding and enhancing student support services, we can predict a significant improvement in its performance over the next 3-5 years. By allocating more resources to research—particularly through strategic investments in faculty and research tools—the university could see an increase in high-impact publications, which would likely elevate its global ranking. Similarly, improving student support services, such as offering more personalized counseling, mentoring programs, and career services, can lead to higher student satisfaction and retention rates, further enhancing institutional reputation.

Based on these improvements, the university could expect a steady upward trajectory in its ranking. In the first 1-2 years, research funding initiatives and student support enhancements may lead to modest improvements. However, by the third year, the cumulative effects of these strategies could result in a more noticeable rise in rankings, as the university gains recognition for its research contributions and student outcomes. By the end of the 5-year period, these combined strategies could potentially lead to a significant ranking improvement, aligning the university with leading global institutions.

## Scenario Planning

### Scenario Planning: Simulating Strategic Outcomes

Scenario planning offers the Azerbaijani University of Languages a powerful tool to explore different strategies and forecast their potential outcomes. By simulating changes in key areas, such as increasing international student enrollment or investing in new research centers, the university can visualize how these decisions might influence its overall performance. For example, if the university focuses on attracting more international students, it could see a positive impact on its diversity, global network, and academic reputation. This could lead to improved rankings as the institution is seen as more globally integrated, enhancing its appeal to both students and faculty. The increased international presence may also attract additional research funding, thereby boosting academic performance.

On the other hand, investing in new research centers could yield significant long-term benefits. Such investments would allow the university to expand its research output, foster interdisciplinary collaborations, and increase its publication rate in high-impact journals. This strategic move would elevate the university's academic standing, particularly if the new research centers align with global priorities, such as sustainability, technology, or language studies. Additionally, the increased research output would likely lead to more international collaborations and partnerships, further enhancing the university's reputation.

By simulating these different strategies, the university can make informed decisions that align with its goals for academic growth and global positioning. Each strategy has the potential to positively impact rankings and institutional prestige, but the outcomes depend on the scale of investment and effective execution of these initiatives.

## White paper

### White Paper: Strategic Development and Future Growth of Azerbaijani University of Languages

#### Introduction

The Azerbaijani University of Languages (AUL) stands as an important institution within Azerbaijan's academic landscape. However, in the ever-evolving global educational ecosystem, institutions must continuously adapt to changing demands in research, teaching, faculty development, internationalization, and infrastructure. This white paper provides a comprehensive analysis of AUL's current position, examines the strengths and weaknesses across key domains, and offers actionable recommendations to foster its growth and ensure its long-term sustainability. By evaluating the university's performance through a balanced lens, combining both qualitative and quantitative insights, this paper aims to equip AUL with the tools and strategies to thrive in a competitive and increasingly globalized higher education environment.

#### Comprehensive Analysis

AUL has demonstrated notable strengths in specific areas such as its commitment to research and a robust academic framework. However, a detailed evaluation of the university's research output, teaching methodologies, faculty engagement, internationalization efforts, and infrastructure reveals areas that need attention and improvement.

**Research:** The university has made significant strides in research, particularly in regional studies and language-related disciplines. However, the overall impact factor of its research publications remains

relatively low compared to global standards. While the university produces a considerable number of publications annually, the emphasis on high-impact journals such as those indexed in Scopus and Web of Science could be improved. AUL's research output, though steady, lacks the global visibility and influence that would position it as a leader in its field. This gap can be attributed to limited collaborations with top-tier institutions, insufficient funding, and an underdeveloped strategy for attracting research grants.

**Teaching:** The teaching methods employed at AUL are traditional, focused heavily on lectures and face-to-face interactions. While this approach works well for certain disciplines, there is a growing need for innovation in pedagogy to better align with global trends. The integration of technology in education, such as digital learning platforms, virtual classrooms, and hybrid teaching models, is not yet fully realized. Expanding the university's teaching methodologies will be essential in attracting a diverse student body, particularly in the context of increasing international competition in higher education.

**Faculty:** AUL boasts a dedicated and qualified faculty, but there is room for improvement in terms of faculty development and retention. The university's reliance on a relatively small pool of local experts limits diversity in thought and academic specialization. Additionally, the institution lacks sufficient professional development programs for faculty to engage with emerging trends in research and teaching. Moreover, a lack of clear pathways for career advancement within the university may deter top talent from staying or joining the institution. The retention of high-quality faculty, along with the recruitment of experts from a global pool, is crucial for AUL's continued success.

**Internationalization:** Internationalization remains one of the weakest aspects of AUL's strategy. While the university has some partnerships with regional institutions, there is a noticeable absence of strong global collaborations that would enhance its visibility and academic reputation. AUL does not yet attract a significant number of international students, nor does it have a strategic plan to enhance its global outreach. In today's interconnected world, universities that prioritize internationalization—through student exchange programs, international research partnerships, and recruitment of global faculty—are better positioned to thrive in the competitive higher education sector.

**Infrastructure:** The physical infrastructure of AUL is relatively traditional, with standard lecture halls, libraries, and computer labs. However, the facilities require modernization to meet the demands of contemporary education. Investment in state-of-the-art laboratories, research centers, and smart classrooms would facilitate more interactive learning experiences and provide the university with the tools necessary to advance its research agenda. The digital infrastructure, too, requires significant upgrades to support online learning and ensure AUL's competitiveness in the global education market.

### **Balanced Methodology: Acknowledging the Limitations of Ranking Systems**

While rankings can offer valuable insights into a university's performance, they often fail to capture the full scope of an institution's academic and operational strengths. Rankings primarily focus on quantifiable measures such as research output, faculty-to-student ratio, and financial resources. However, they tend to overlook qualitative factors such as the student experience, faculty engagement, and institutional culture. Therefore, any strategy aimed at improving a university's position in global rankings should take into account both qualitative and quantitative measures.

The limitations of ranking systems are especially pronounced when evaluating universities that prioritize unique or niche academic strengths. For example, a university focused on language studies may not rank highly in fields like STEM (science, technology, engineering, and mathematics) but may be world-renowned in its specialized area of study. Thus, it is essential for AUL to balance its desire for higher

rankings with a deeper understanding of its unique strengths, positioning the university as a leader in its specialized academic domains.

Moreover, rankings often fail to account for the context in which a university operates. AUL is situated in Azerbaijan, a country with a rapidly developing higher education sector. It is essential to evaluate the university's performance relative to other institutions within the region, as well as globally, to have a more accurate perspective on its strengths and areas for improvement. A strategic approach to rankings should involve a continuous process of self-assessment, allowing AUL to set realistic goals based on its internal capabilities and external opportunities.

### **Actionable Recommendations**

In light of the comprehensive analysis, several strategies can be implemented to drive growth and excellence at AUL. These recommendations are realistic, aligned with global best practices in higher education, and designed to improve both the university's global rankings and its long-term sustainability.

**Strengthening Research:** To improve its research output and impact, AUL should focus on fostering international collaborations with leading institutions. The university could establish joint research projects, particularly in areas that align with global academic priorities such as language preservation, cultural studies, and regional development. Additionally, AUL should enhance its research funding by targeting international grants and establishing partnerships with funding bodies. Establishing dedicated research centers within the university, focusing on high-impact areas, could also raise the profile of the institution's academic contributions.

**Innovating Teaching Methodologies:** AUL must invest in modernizing its teaching approaches. The adoption of digital platforms for blended learning and the use of virtual classrooms will provide greater flexibility for students and open doors for international enrollment. Encouraging faculty to integrate new technologies into their teaching practices, such as AI-driven learning tools and interactive online platforms, will enhance student engagement and learning outcomes. The university should also explore opportunities for faculty exchanges with top global institutions, which would further enrich the teaching environment.

**Developing Faculty and Career Advancement:** AUL must prioritize the professional development of its faculty. Offering continuous training in emerging research trends, digital pedagogy, and leadership development will not only enhance the faculty's expertise but also improve job satisfaction and retention rates. The university could also develop mentorship programs for junior faculty members, providing clear career progression paths and leadership opportunities within the institution.

**Enhancing Internationalization:** The internationalization of AUL can be accelerated by establishing strategic partnerships with leading universities around the world. This includes signing exchange agreements with institutions in Europe, Asia, and North America, offering dual degree programs, and increasing the visibility of the university at global academic conferences. Furthermore, the recruitment of international faculty members will enhance the diversity of thought and experience at AUL. Expanding the university's international student body will not only improve its global ranking but also bring in diverse perspectives that enrich the academic environment.

**Investing in Infrastructure:** Finally, AUL must invest in its infrastructure, both physical and digital, to keep pace with the demands of modern education. Upgrading classrooms with smart technologies, creating dedicated research hubs, and improving the digital learning environment are key steps in this



process. These investments will enhance the learning experience for students and provide the university with the tools necessary to expand its research capabilities.

### **Strategic Future Outlook**

The future of higher education is increasingly shaped by innovation, sustainability, and global collaboration. AUL's strategic direction must align with these emerging trends to remain relevant and competitive in the global academic market. By focusing on research excellence, technological integration, and internationalization, AUL can position itself as a leader in language studies and regional research.

The university must also prioritize sustainability, not only in terms of environmental impact but also in terms of financial and academic sustainability. Establishing long-term financial models that support research, student support services, and faculty development will ensure AUL's continued growth. Furthermore, embracing global collaboration will open doors to new funding opportunities, partnerships, and academic networks, positioning AUL as an influential institution in the global academic community.

### **Holistic Approach: Focusing on Institutional Development and Long-Term Sustainability**

Beyond rankings, it is essential for AUL to adopt a holistic approach to its development. This includes focusing on the overall well-being of its students and faculty, fostering a supportive and inclusive academic environment, and ensuring the university's long-term sustainability through strategic investments in research, infrastructure, and international partnerships. By taking a comprehensive approach to institutional growth, AUL can ensure its continued success and global recognition.

### **Conclusion**

The Azerbaijani University of Languages has the potential to become a global leader in language studies and regional research. However, to achieve this goal, the university must address its weaknesses, build on its strengths, and implement a comprehensive strategy focused on research excellence, teaching innovation, faculty development, internationalization, and infrastructure modernization. By focusing on long-term sustainability and adopting a holistic approach, AUL can ensure its place among the world's top institutions in the years to come.

**DO YOU HAVE ANY QUESTION?**

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