



<b>Stakeholder</b>	<b>Goals and interests</b>	<b>Influence</b>	<b>Impact on project</b>	<b>Role in HE</b>
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*Finance*

*Organizational learning*

**A stakeholder map of Ganja State University**



<p><b>Administrative Staff</b></p>	<p>The goals and the interests of the administrative staff are related to making decisions involving admitting students, hiring professors and other faculty, and preparing university budgets etc.</p>	<p>Very High</p>	<p>Very High</p>	<p>One of the roles of the administrative staff is supervision. Offices and departments work under the supervision of related vice rectors. Vice rectors are supervised by the rector. Every department and offices work according to work plan approved by vice rectors. Vice rectors, in turn, report the final report to the rector.</p>
<p><b>Faculty Members</b></p>	<p>The goals and interests of faculty members include providing effective teaching for the students. There are 8 faculties in Ganja State University. These include Faculty of Biology and Chemistry, Faculty of Filology, Faculty of Physics and Technical Sciences, Faculty of Economics and Management, Faculty of Pedagogy, Faculty of Mathematics and Informatics, Faculty of History and Geography, Faculty of Foreign Languages. In addition to this, there is a Faculty for Additional Education where students can have second education. Moreover, there is an office for corresponding</p>	<p>Very High</p>	<p>High</p>	<p>Faculty members are supervised by head of departments when it comes issues such as teaching and learning. Faculty deans monitor work of the departments. Deans are assisted by two assistants in terms of teaching and humanitarian issues. All the faculties have committee of methodology in which teaching related issues are discussed and decided. Moreover, there is a scientific council in every faculty where decisions are made by the members and then sent to scientific council of the university.</p>



	<p>education as well as office of graduate students. Students can have a corresponding education, except those who will be teachers, which can be aligned with the principles of life-long education. Students can have master degrees in 31 different departments.</p>			
<b>Students</b>	<p>Some of the goals and interests of the students are completing an internship or finding a good job, developing a professional network, studying abroad, participating in school activities. There are about 5449 undergraduate and 388 graduate students, 200 PhD students study at Ganja State University. Students are interested in different amenities which can support their learning process. For example, the newly built library which named after “Nuru Pasha” in the framework of cooperation with TIKA can be shown as an example. There are a cafeteria and a conference hall for up to 350 people. At the same time, a park for students and teachers, fountains, green spaces were established in the</p>	Very High	Medium	<p>The role of the students are participating in learning opportunities, be part of a safe and positive learning environment, be responsible for his or her conduct at school and on the way to and from the university. Students also actively participate in extracurricular activities. For example, currently, four student organizations function at Ganja State University. It includes the Student Union Organization, the Student Youth Organization, the New Azerbaijan Party Youth Organization, and the Student Scientific Society. The following student clubs are functioning at Ganja State University to ensure that students spend their leisure time efficiently: Book club, Movie club, Sport club, Charity club, Young ecologists club, Young patriots club, Young writers club, Young talents club, Young</p>



	territory of the building.			painters club. Students participate in different events where they can learn and improve. For example, students participate in festivals where demonstrate their skills in areas such as pop, ashugh music, choral music, dancing and art. Moreover, the music band of the university won the first place in the festivals held nationwide. Students actively participate in national and international holidays.
<b>Partner institutions</b>	Ganja State University has many partner institutions through different programs. The university has participated in 5 Erasmus+ and 4 Tempus projects of European Commission, and continues its partnership with programs such as Salto-Youth, AISEC and ENACTUS. At present, the university is participating in AESOP, PETRA, EQAC projects of Erasmus + program. Through “Mevlana Exchange Program”, teachers and students continue their education at various universities in Turkey. Moreover, close relationships have been established with Istanbul University which is one of Turkey’s largest	Very High	Very High	One of the roles of the international partner institutions is that university staff and students have opportunities to attend seminars and trainings in leading European higher education institutions. Consequently, the experience gained through these projects is applied at the university. In terms of local partners, staff of Ganja State University collaborate with local universities participating in conferences, exchanging students, organizing shared events and so on.



	<p>scientific and educational institutions. YÖS exams of Istanbul University are annually organized in Ganja State University. Furthermore, students at GSU have the opportunity to have short-term internships at various universities of Germany in the framework of German Exchange Program DAAD.</p> <p>Recently, relationships have been established between French Institute in Baku, Azerbaijan and a partnership agreement has been signed. France Cultural Center named after Alexander Duma has been created in the newly constructed building of Ganja State University. Close relations have been formed with the city of Mulhouse in France and the University of Upper Alsace. It is not a coincidence that three French teachers of GSU have been awarded with the medal of Academic Palma of France for their services in the promotion of the French.</p>			
<b>Alumni</b>	Because up to recently there has not been done	Low	Low	The role of the alumni is not satisfactory up to now.



	<p>much with the alumni in a systematic and formal way, the interests and goals of the alumni is hard to describe. But the university recently started to create an alumni association to support the university goals, and to strengthen the ties between alumni, the community, and the university.</p>			<p>Yet, the university tries to support and provide ways for the alumni and friends to get involved in the life of the Ganja State University. In the future the university aims to ensure that every member of our global community can access services and facilities. The university plans to create programme of events which brings alumni together to celebrate, debate and collaborate, while the international network of local groups allows alumni to reconnect and find new friends in their region.</p>
<p><b>Government</b></p>	<p>Some of the role and interests of the government are to ensure quality education for all, to provide a wide range of higher education and training opportunities to universities, to continue to formulate and implement effective policies on development with the assistance of all stakeholders at the universities</p>	<p>High</p>	<p>High</p>	<p>The government is an important stakeholder because it is paying for the tuition and fees of many student groups. For example, students with disabilities, students without parent support, and students from refugee families and so on get such support. Besides the government allocates money for the infrastructure. For example, the government allocated 9 million manats to build student dormitory. Also as mentioned above, the university participates in projects funded by government foundations. The Ministry of Education is also one of the most important stakeholders for the</p>



				<p>university. Ganja State University is participating in many events organized by the Ministry. Ministry of Education also provides stipends for students</p>
<b>Foundations</b>	<p>Interest of the foundations may include having a strong and intense collaboration with many institutions where they can promote themselves.</p>	Medium	Medium	<p>One of the main roles of the foundations for the universities is that they provide funds. There are several foundations that Ganja State University takes advantage of. For example, as stated above the university participates in several programs through Erasmus+ program. Another foundation is TIKA (Turkish Cooperation and Coordination Agency). Science Development Foundation under the President of the Republic of Azerbaijan is another foundation the university is taking advantage of. Support for the Youth Foundation under the President of the Republic of Azerbaijan, Turks Abroad and Related Communities (YTB) and Shota Rustaveli National Science Foundation of Georgia is also foundations collaborated.</p>
<b>Parents</b>	<p>Parents mainly interested whether their children get high quality education.</p>	Medium	Medium	<p>Recently Parent-Teacher Association has been established at Ganja State University. The role of this association is to view college from different perspectives, face many challenges and take on</p>



				different roles as a mom, dads, single-parents, married and also at the same time being a student. So far parents have not had an active role in the process.
<b>Media</b>	<p>Apart from financial gain, the media is also interested in partnership.</p> <p>Followings are the main tv channels the university is collaborating with:</p> <p>State-owned TV's: AzTV, İTV, Mədəniyyət TV</p> <p>Private TV's: Space TV, Lider TV, ATV, Xazar TV, ATV International, MTV Azerbaijan, Real TV</p> <p>Regional TV's: ARB, Dunya TV</p> <p>Internationall TV's: CBC TV, CBC Sport, EuroAz TV</p> <p>Apart from abovementioned tv channels, there are many news agencies that the university collaborating. For example, Azerbaijan State News Agency (AZERTAC) can be an example.</p>	High	High	<p>The main role of the media is that they promote the university in the country. Sometimes they visit the university or university representatives visit televisions and talk about work has been done.</p>
<b>Local schools</b>	<p>Local school are interested in the experts who come from universities and conduct trainings for the school personnel. Also they are interested in</p>	Medium	Low	<p>Local schools mainly play a role of job or internship place for students. For this purpose, the Internship and Career Center has been established in secondary school</p>



	universities because pupil study at school later on become students of the universities.			No 39 which is named after Mir Jalal Pashayev. For the promotion of the university among the potential students, a team of professors and faculty members meet high school students in the city schools and inform them thoroughly about the university. Moreover, in the upcoming years, the members of the university are planning to conduct trainings in different topics at local schools.
<b>Companies</b>	When implementing different events, the university collaborates different companies. These companies are the followings: Azercell Telecom LLC, Turkish Airlines Ganja office, “Bolmart” Supermarkets chains, “Dan Ulduzu” Restaurants chains, Coca-Cola Bottlers Azerbaijan, Red Bul Company and so on.	Medium	Low	Students do their internships or find jobs within the companies. Also, companies play a role of sponsor during events, conferences etc.
<b>Competitors</b>	The interest of the competitors is to get better than Ganja State University in teaching, training, research etc. The main competitors of Ganja State University are Baku State University and Azerbaijan Pedagogical University. The main	Low	Low	One of the roles of the competitors may be they play a role of benchmarking for Ganja State University.



	<p>competition is on student admission percentage. In 2017-2018 years, Ganja State University took 3<sup>rd</sup> place after Baku State University and Azerbaijan Pedagogical University when it comes to percentage of student admission. In 2018-2019 years Ganja State University was second after Baku State University and 98,7 % of the admission plan fulfilled. In 2019-2020, the university aims to have near the 100% admission rate.</p> <p>When it comes competition in the scientific field, Ganja State University is competing universities such as Baku State University, Azerbaijan Pedagogical University, UNEC, Azerbaijan State Oil and Industry University. In terms of publication of academic articles and research work in reputable journals which is recognized by Clarivate Analytics, Ganja State University is among the top five.</p>			
<b>Local</b>	Kindergartens are interested in collaboration in	Medium	Low	One of the kindergartens in the city has been assigned



<b>Kindergartens</b>	many ways. For example experts who come from universities conduct trainings for their personnel. Students whose major is preschool education does their internship in kindergartens.			to the university by the Ministry of Education as a base organization. In this kindergarten university faculty members and students can do internships, trainings and so on. This gives an opportunity to the students and the staff to have experience and real life experimentation in the kindergarten. This also enables kindergarten staff to learn from expert psychologists of the university.
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