
INSTITUTES AND CENTERS

Center for Economic and Business Research and Education

The Center for Economic and Business Research and Education was established on July 20, 1999 with the academic support of the School of Economics and Management of Khazar University. The Center carries out research in various fields of economy and business, supports development and improvement of Economics- and Business-related disciplines at Khazar, provides trainings for start-up and experienced businesses, and disseminates knowledge and experience among other higher learning institutions of the country.

Research activities of the Center cover such areas as corporate governance, economic analysis, development economy, economic development forecasts, development programs, monitoring and audit.

The Center is composed of certified trainers from the University and experts from other organizations. It attracts expert consultants from banking, taxation and other fields of economy.

The Center periodically conducts various training seminars and workshops in Economics, Finance, Marketing, Small Business and various other disciplines for secondary school teachers, young entrepreneurs, etc., from Baku and other regions of the country.

The Center carries out its activities in affiliation with the School of Economics and Management as well as the Institute of Education Policy.

Since its establishment, the Center has carried out joint programs with research institutions in many parts of the world, in USA, Korea, Malaysia, as well as, with international organizations and foundations.

Dictionary and Encyclopedia Center

The Dictionary and Encyclopedia Center (DEC) of Khazar University, established in April 1996, has evolved into one of the leading linguistic research centers in the country. The University furnished the Center with all necessary equipment for accomplishing intended projects. The DEC has a wide range of lexicographic literature, numerous dictionaries and encyclopedias.

The DEC directs its research efforts in several areas, with particular emphasis on investigation and evaluation of projects for compiling

bilingual, multilingual and encyclopedic dictionaries and diverse guidebooks.

A group of dedicated University faculty and scholars makes it possible for the Center to accomplish various research projects in several areas. Particular emphasis has been placed on compiling dictionaries and phrase books. Over the recent several years, the DEC has been working on the Khazar English-Azerbaijani Comprehensive Dictionary (in 6 volumes) project.

The Khazar English-Azerbaijani Comprehensive Dictionary is useful for translators, students, language instructors and all those who use English and Azerbaijani in their scientific and practical work. Particularly, the English language audience will find the dictionary of great benefit in the mastering of Azeri as a second language.

Wealth of material and scholarly presentation, nearly 5000 authoritative and new interpretation of the meanings and usage of the English words are some of the distinguished features of the Khazar English-Azerbaijani Comprehensive Dictionary.

This comprehensive dictionary consists of more than 250,000 English words, numerous phrases and example sentences in alphabetic order with transcriptions and precise interpretations in Azerbaijani. The project has required more than ten years of intensive effort. In cooperation with Khazar University Press, the Center has already published three volumes, the fourth volume is ready for publication, and the remaining two volumes are at the stage of editing.

Currently, the Center is planning to undertake alternative projects, compiling dictionaries of Azerbaijani and other languages in demand, as well as encyclopedias, reference books, etc.

Gender Studies Center

Khazar University Gender Studies Center was established in 1991 as a nonprofit organization to improve women's rights at the University as well as on the national and international levels. The Center members come from urban and rural areas; they are women of different professions and various national, religious, political and cultural backgrounds. Currently the Center is becoming more and more involved in research and education activities. The Center's main goals are:

- To design and teach undergraduate and graduate courses on gender issues;
- To participate in research projects on women and gender issues;
- To promote the development of human rights and women rights;

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- To facilitate participation of women from urban and rural organizations in debates on women's life.

The GSC is a member of the Sisterhood *Is Global Institute and Network*.

The Center holds workshops and various meetings with local and foreign scholars and activists on Women's Rights Education to share resources and undertake joint projects to achieve common goals.

In June 2008, within the framework of the South-South Exchange Program, the Center, in partnership with SEPHIS (Institute of Social History, the Netherlands), held an international workshop on "Woman and Public Sphere" in Baku.

Special teaching programs for women are developed according to the manual "*Claiming Our Rights*", translated into Azeri and published by Khazar University Press. It covers a broad range of topics, including "*The Urgent Action Alert System*" and refers to Women's Human Rights Education particularly in Muslim societies. Members of the Center work on developing teaching methods of present human rights principles to the local audience in an appropriate cultural context.

The Center is currently offering courses and workshops on the following topics:

- Women at the Transition Period: Rights of Passage
- Situational Analysis on Women in Azerbaijan
- Health Program for Displaced and Refugee Women in Refugee Camps
- Education and Career Development of Women
- Azerbaijani Women: a Look throughout History
- Women, Gender and Family in Islam
- Women in Literature
- Women in Folklore, etc

The Center establishes close relationships with orphanages, refugee and internally displaced women, the wives of victims of war, and promotes charity activities.

Institute of Education Policy

The Institute of Education Policy is starting to function at Khazar University as a new think-tank in the field of Education. The main aim of the Institute is to study international practices in education, work on quality enhancement of education and problems related to its evaluation, find out ways of development of educational policy and education system in Azerbaijan, and particularly, closely watch the Bologna Process and assist those interested in its furthering.

Among general activities of the Institute are research, conferences and workshops, faculty development, etc. There are also certain specific projects on such important educational issues as the *academic quality assurance and accreditation; curriculum development; teaching, learning and assessment; teacher training; distance learning; library research and training; education administration; university management; university-industry relations; comparative education; and history and philosophy of education.*

Some other centers of Khazar University, such as Academic Quality Assurance Center, Teacher Training Center, Distance Learning Center and Center for Library and Information Studies are effectively functioning in affiliation with the Institute of Education Policy. Moreover, Center for Economic and Business Research and Education is affiliated with the School of Economics and Management as well as with the Institute of Education Policy.

The Institute of Education Policy also actively participates in the formulation of the state's higher education policy by providing expertise and preparing policy recommendations.

Center for Library and Information Studies

The Center for Library and Information Studies (CLIS) addresses an urgent need of the contemporary Azerbaijani society to reconsider the stereotype of the last decade, of the library lagging behind, into the library as a gateway to knowledge, and librarians as the gatekeepers.

It offers special training programs in the form of intensive seminars, lecture series and workshops, summer schools, consultations, etc. International consultants, in collaboration with the Khazar faculty members, develop curriculum taking into consideration current Western experience in the field as well as local tradition and context. It helps not only to explore key professional issues, but also to learn about practical procedures and processes and facilitates further cooperative projects.

Proposed training implies serving different target groups, including in-service training and certificate programs for professionals, retraining of other professional groups, and more.

Members of the Center carry out research and consultancy for library and information services, and for other information and advice agencies in public and non-government sectors. On-site training programs covering most aspects of library and information activities are also provided to meet the requirements of individual organizations.

Teacher Training Center

Khazar Teacher Training Center (TTC) was established to strengthen the community services provided for high school and university level teachers and trainers. TTC is a part of the Institute of Education Policy.

The current situation with in-service education in Azerbaijan deals with the following problems:

- unsatisfactory quality of trainers at the existing in-service institutions in Azerbaijan
- passive teaching strategies
- content orientation methodology, rather than process
- out-of-date classroom practices
- weakening of the public sector role in education

Thus, the Khazar TTC sees its main objectives as follows:

- providing staff development to teachers
- working with Azerbaijani educators to prepare/train them to conduct teacher staff development in the areas of active learning and critical thinking
- helping the incorporation of active learning and critical thinking strategies into the existing curriculum used in Azerbaijani schools
- acquainting the international educators community with the current state of in-service education
- developing childhood education and training strategies and applying them in the "Dunya" lab school of Khazar University

The Center is developing its prospective plans in close collaboration with the international network of educators, conducting staff development on active learning and critical thinking, and modeling strategies for Azerbaijani educators in a trainer-of-trainers or cascade model. The TTC provides training both for faculty members and teachers from other institutions.

Academic Quality Assurance Center

Quality in education is a system of values, a position and a culture. It is the changing of the existing form and permanence of the evolutionary efforts. Quality is a process, and therefore, the concept of quality enhancement is something more important than just quality assurance and quality control.

The Academic Quality Assurance Center within Khazar University was established in November 1999, under the framework of Tempus Tacis Compact Project 1999-2001. The University of California in Los Angeles, Princeton University, Harvard University, and other universities

continuously share their experience with faculty and staff members of KU in academic quality techniques and procedures.

The Quality Assurance Center, supported by appropriately trained staff, enhances the processes of academic quality assurance in three areas (i) Curricula Validation and Review, (ii) Student Learning, Teaching and Assessment, (iii) Staff Development and Appraisal. This enables Khazar University to be established and recognized according to the academic standards within the European Union and beyond.

Azerbaijan, in common with the other states of the Former Soviet Union, had a history of commitment to higher education. That commitment was, however, a commitment to a relatively rigid process, with minimal scope for institutional innovation, initiative and self-reliance. Furthermore, teaching was fundamentally didactic in form with little attention being paid to the learning needs and processes of the students.

This is now changing. Indeed, perhaps led by the potential of Azerbaijan's oil and other material resources, it is at the forefront of substantial economic and social development including higher education. But such a transformation is not easily accomplished in the short term and is hindered by the lack of internal financial resources presently available to the Education sector. There is a major need within Azerbaijani higher education for opportunities to 'learn by example' according to international 'best practice'. Therefore, this Center is established to impact on the national context through both direct application within Khazar University and wider application through the processes of dissemination.

The Center for Academic Quality Assurance is intended to support Khazar University in developing its own rigorous framework concerning admissions, program design, approval and review, teaching and learning processes, student support, communication and representation, assessment and external examining, and staffing. Academic quality assurance reflects the current 'best practice' in the European, United States and other education systems. In this way, the Khazar University community can track the most recent developments, and the experience of how these developments might be best applied elsewhere, and disseminated to a wider audience. In 2008, Khazar University acted as Coordinator of TEMPUS Project on "Designing Quality Assurance Systems" in Azerbaijani universities, which aimed at dissemination of best European practice in Academic Quality Assurance among Azerbaijani higher education institutions and creation of a national network of Quality Assurance between them.

Khazar University regularly conducts internal evaluation with active participation of students and results of the evaluation are published both on paper and electronically.

Institute of Politics

The Institute of Politics at Khazar University is an independent, non-partisan institution committed to public policy research, analysis and education.

The Institute (formerly the Center for International and Strategic Studies) has a primary objective of contributing to improving the performance of public institutions in Azerbaijan and the quality of public policy through cultivating regular interaction between policymakers and scholars to analyze current issues, and offering practical approaches for dealing with those issues.

The Institute holds regular conferences, seminars, workshops and panel discussions with various public officials, diplomats and scholars as well as various student-oriented workshops, such as annual crisis simulation exercises and annual moot courts. It has offered a wide range of programs and resources including speakers, visiting and resident fellows, study groups, conferences, and internships.

Below are some examples of the Institute's activities:

- A group of students of Khazar University became winner of the competition conducted among Azerbaijani universities for participation at OSCE Simulation Model Conference. Students of the School of Humanities and Social Sciences attended OSCE Model Conference in Vienna in 2008.
- In 2006-2007 a series of crisis simulations exercises, conferences and workshops on various issues of contemporary international relations as well as on different topics in political science were organized.
- The two-day *Modeling Azerbaijan's Future: Examining Trends, Exploring Opportunities* conference took place on June 18-19, 2005 and was a convention of around 60 scholars, practitioners and students of public policy, government executives and civil society leaders, devoted to expert discussion of trends and opportunities pertaining to major public issues in Azerbaijan. The core outcomes of the conference were concrete policy recommendations to various institutions and agencies in Azerbaijan, involved in public policy making. The program consisted of several panels and roundtables on political development, economic development, foreign policy and public diplomacy, identity and nationalism. During specialized workshops concrete policy recommendations were developed by specialists and shared with the larger audience.

- *Second Annual Crisis Simulation Exercise* was held on April 30, 2005 and around 70 students from four universities in Baku took part in the exercise. Seven teams of students from Khazar University, Baku State University, Azerbaijan State Economic University, and Baku Slavic University were "representing" mock National Security Councils (NSC) of seven countries – Armenia, Azerbaijan, Georgia, Iran, Russia, Turkey and the United States – in a role-play game in order to solve an imaginative crisis in the South Caucasus. Each "NSC" consisted of a President, Minister of Foreign Affairs, Minister of National Security, Minister of Defense, and Adviser to the President on Economic Affairs. Several other states as well as major international organizations were "represented" by one person. "Mass media" were highlighting the developments during the exercise. The working language at the exercise was English.
- From November 22-26, 2004, Khazar University Institute of Politics held its First Annual Executive Education Workshop *Doing Policy Analysis: How to Tackle Policy Problems in Azerbaijan*. This unique workshop was conducted under the auspices of the Eurasia Foundation/ Azerbaijan and the Embassy of the United States of America in Azerbaijan to equip government and public sector executives and analysts as well as faculty and students of public policy with essential tools to handle problem identification, policy formulation and decision-making issues confidently and effectively. 25 government executives and policy analysts, NGO managers, junior faculty and advanced students from Azerbaijan and Georgia participated in this workshop led by Dr. Beryl Radin, Professor of Government and Public Administration at the American University in Washington, DC. Participants applied various methods in policy analysis through analyzing case studies and developing their own policy analysis project.

Khazar Legal Clinic

The term "clinic" with regard to legal education is subject to multiple definitions. In its broadest sense, clinical legal education refers to any kind of experiential, practical or active training for the legal profession that has as its primary pedagogical focus, the teaching of the craft of lawyering. That craft contemplates a range of skills and values commensurate with the development of professionalism, such as the ability to solve legal problems through various dispute resolution devises, the provision of competent representation, the recognition and resolution of ethical dilemmas, and the promotion of justice, fairness and morality. Khazar University uses the term "clinic" to refer to the "live client" clinic, begun September 1998 as a new style of experiential

legal education practiced within the framework of the Khazar Law School.

During the process of establishment of the independent state of Azerbaijan, there has been a pressing need for development of well-trained practitioners of law as well as legal publication, and rendering professional legal assistance to the needy parts of the population. This has been especially critical in the course of the profound transformation of the country's economy, political structure, and society, due to Azerbaijan's exceptional resources. The training of lawyers in the Soviet system was parochial, strongly conditioned by communist ideology and theory, and was lecture-based. As a result, today, delivery of education through lectures and seminars continues the passive role of students in the educational process. Seminars mostly are a kind of testing instead of being a panel for discussion. The lecture-seminar system has resulted in a situation where students learn little and are not active. The low motivation of students and their lack of enthusiasm was another heritage of the Soviet education. As a result, students have not shown a capacity for critical thinking and analysis, because their role in the traditional system of education was limited.

New changes in the country, including wide international contact, has made it necessary to implement quite a new approach to legal education. The first legal clinic in the Caucasus was founded in Azerbaijan at Khazar University, September 1998. The Open Society Institute (Soros foundation) provided financial support to the clinic.

Among the aims of the newly established clinic, two were of the greatest importance:

- To train young lawyers who have not only the theoretical knowledge but also the practical skills necessary for their legal practice.
- To carry on the social function of rendering free legal assistance in the several areas of law to the most indigent groups of the population of the country.

Legal Clinic provides academic instruction and practical trainings for the students, besides essential legal services. It offers courses in the following areas of Law:

- A Criminal Law and Criminal Procedure
- Civil Law and Civil Procedure
- Human Rights

Currently about 50 students are involved in the three clinical programs. Some educational methods used in the clinic include:

- seminars
- consulting with teaching staff while working with "live" clients
- filing of cases, preparation of clinical documents, answering calls of clients, etc.
- interviewing "live" clients
- developing of skills related to clients' case presentations in official instances
- presenting of clients in courts of law and other official procedures

Main objectives of the clinic include, educating students to:

- ask the correct questions to obtain information from clients
- establish trustful contacts with clients
- learn all the facts necessary for case solving
- learn the problems of clients
- explain to clients complicated legal notions and state decisions in simple language
- predict case outcomes
- formulate their positions and opinions on the case
- work successfully with documents
- select appropriate normative material

The Legal Clinic provides for students the unique opportunity to represent clients in the courts in civil and criminal cases. Study in the Legal Clinic creates an intensive practice under supervision of experienced lawyers.

The Khazar Legal Clinic has its own classrooms and two- roomed office for the clinic's staff. The staff includes director, coordinator, two lawyers and five instructors.

The Khazar Legal Clinic collaborates with a number of local NGOs, especially with "Advocate-Service", "The Young Lawyers Association of Azerbaijan" and The American Bar Association (ABA). The Clinic receives consultation support from PILI (Public Interest Law Initiative in Transitional Societies) at the Law School of Columbia University.

Since January 2005 with the support of ABA CEELI through USAID Legal Clinics has become "Clinical Education and Legal Assistance Center" that lead to the development of the clinic.

Legal Clinic cooperates with Ombudsman office to provide Legal Assistance for the population.

Translation Studies Center

The Khazar University Translation Studies Center (TSC) was established in April 27, 2000. The main objective of this Center is to translate the academic, fiction, philosophical and technical works published in various modern languages into Azerbaijani. Some examples of the spiritual treasure of Azerbaijan culture are being translated into various languages, as well. The Center is involved in research and teaching of translation as subject fields.

The Center attracts experienced professionals as well as young specialists to its activities, and holds theoretical and practical conferences and symposiums on various issues concerning translation. The Center also organizes discussion sessions on Lexicology, Literary Translation, Translation of Poetry, Theories and Techniques of Translation, etc.

Recently, Khazar TSC, in affiliation with Khazar University Press completed a Translation Project partially funded by the government of the United States. This project includes translation of books in History, Journalism and Mass Media published in the US from English to Azerbaijani. The TSC closely cooperates with other academic departments and research centers of the University.

Environmental Studies Center

Established in early 2008, Environmental Studies Center is in the phase of development. The Center functions as an interdepartmental research and education unit in the field of Environmental Studies. It carries out activities in the following:

- Evaluation and management of natural resources (water, climate, land, plant, etc.);
- Study of problems related with environmental pollution, degradation and protection;
- Study of dangerous hydro-meteorological events and their forecasting;
- Investigation of the problems related with effective use of water resources;
- Organization of teaching courses on Environmental Studies.

Caspian Energy Studies Center

As the importance of Caspian energy resources for the global energy security has been increasing in recent years, the Center for Caspian Energy Studies was established in early 2008 to carry out research

activities and function as a think-tank in this area. Main activities of the Center include:

- Research and publications on oil and gas resources and production of the Caspian basin countries;
- Political and economic research on transit of Caspian oil and gas resources;
- Experience of Caspian countries with regard to the oil contracts;
- Research on capabilities of the Caspian region in connection with the European energy security;
- Research on renewable energy resources and assistance in implementation of renewable energy projects;
- Research on the situation with environmental pollution in Caspian countries and organization of public discussions on this issue;
- Research on the effects of oil and gas revenues on the economies of these countries;
- Research on the models for utilizing oil and gas revenues for socioeconomic development (Oil Funds, etc.).

Cell Biology and Genetic Research Center

Cell Biology and Genetic Research Center (CBGRC) was established in early 2008. The mission of CBGRC is to advance research activities in the field of stem cell biology and medical genetics, to support education, particularly education leading to advanced degrees in these fields, to establish cooperation with international centers, and to organize the seminars, conferences and different scientific activities.

The goal of the Cell Biology and Genetic Research Center is to learn more about the biology of stem cells and mechanisms for directing their differentiation to specific cell fates; it will try to make breakthroughs in studies of human origin, variance of relations between ethnic groups, and genetic diseases, and advanced research on human genetic disorders.

Stem cell biology is an important area of research and it is the basic science that holds great promise in the midst of the evolutionary change in healthcare that starts with life sciences research and progresses through to new treatments for diseases like cancer, diabetes, and heart disease.

The key aims of the center is knowledge-building and collaboration – bringing the best scientists together from multiple disciplines to interact and share expertise, as well as technical capacity-building to enhance research in this field.

Research Support Center

Research Support Center (RSC) was established on December 29, 2007. The mission of the Center is to help with research development, assist the research process, and support students and faculty of the Khazar University to conduct quality research. RSC provides basic information on research implementation and appropriate standards and regulations that need to be followed.

The Research Support Center's main goals are:

- Official registration of programs and research themes, and supervision over performance plans
- Creation of a database of university researchers
- Facilitating establishment of ties with other research centers
- Support for organization of scientific conferences
- Organization and maintenance of research materials with the University library
- Providing support for publication of research periodicals
- Creation of a database of the University research grants
- Organizing the University research competitions

Undergraduate and graduate students who are seeking a research position should refer to the guidelines of the Center.

Center on Economic Policy and Development (CEPD)

The Center on Economic Policy and Development (CEPD) is established with the purpose of research, teaching and dissemination of information on various aspects of economic cooperation (trade, energy, technology etc.) and its impact on global economic development, as well as on development at the regional and country's levels.

The areas of interests of CEPD will include, but not limited to, the following:

- Identification and analysis of various forms of economic policy (trade, energy, financial etc);
- Economic Development of states in the Caspian region
- Bilateral economic relations of Azerbaijan, as well as bilateral cooperation between major regional (Caspian region) and global powers;
- Regional economic cooperation, in particular participation of Azerbaijan in various regional organizations, groupings and initiatives. (BSEC, ECO, GUAM, SPECA, CIS, OIC, OECD OSCE);

- Cooperation of Azerbaijan with major global international economic organizations, including involvement/participation of international organizations. (UN, Bretton Woods Institutions, IMF and World Bank, WTO)
- Issues of science & cooperation, transfer of technology, R&D, venture capital.

The scope of activities of the Centre will be include the teaching of the courses on various aspects of economic cooperation and sustainable development, conducting research and dissemination information through various workshops and seminars.

At its events, the Center will invite government representatives, academicians, business representatives, NGOs and other individuals to discuss various issues of international economic relations and development.

The Center will be looking for various grants rendered through technical assistance programs by bilateral and multilateral donor organizations. The partner institutions/universities of Khazar might also be engaged in development of joint projects.

Assembly of Science and Art

In September 2006, Khazar University established the Assembly of Science and Art, chaired by Professor Hamlet Isaxanli, President of the University, as permanent forum of scholars to discuss contemporary problems in various fields of arts and sciences. The Assembly periodically holds meetings and workshops with the participation of experts, guest speakers and presenters from Azerbaijan and other countries, and has a reputation of being most attractive regular meeting of scholars. Speeches of guest speakers, lectures, and summaries of presentations and discussions are published in the *Khazar View* magazine. The University publishes these materials also as volumes.