



UNIVERSITY OF PRISHTINA
“HASAN PRISHTINA”

STRATEGIC PLAN
2020-2022

PRISHTINË, MARCH 2020



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ABBREVIATIONS

| | |
|-------|---|
| AU | Academic Unit |
| CCQA | Central Commission for Quality Assurance |
| CDC | Career Development Center |
| CTE | Center for Teaching Excellence |
| EU | European Union |
| GIZ | Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH |
| GTZ | Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH (Agjencia Gjermane për Bashkëpunim Ndërkombëtar) |
| IT | Information Technology |
| MEST | Ministry of Education, Science and Technology |
| MOU | Memorandum of Understanding |
| OIC | Office for International Cooperation OIC – Office for Integration and Coordination |
| QDO | Quality Development Office |
| SP | Student Parliament |
| UA | University Associations |
| ULC | University Language Center |
| UP | University of Prishtina |
| USAID | United States Agency for International Development |



CONSULTED DOCUMENTS

- UP Strategic Plan 2017-2019;
- Quality Strategy of the University of Prishtina 2012 – 2017;
- Law on Higher Education of the Republic of Kosovo, 2010;
- Kosovo Education Strategic Plan 2017-2021;
- UP Strategic Plan 2013-2015;
- Statute of the University of Prishtina;
- Strategy for Scientific Research/Artistic and Development Activities 2013-2016;
- University of Prishtina – Technical Assistance to the Office of the Rector, USAID report, 2013;
- Strategic documents of several European universities.

WORD OF THE RECTOR



On behalf of the UP management, the academic staff, and the students, I have the pleasure to congratulate the Steering Committee and the Working Group on drafting the “Development Strategy 2020-2022”.

The University of Prishtina continues to bear the major burden of education and development of society in general in Kosovo. This strategy, which is a reflection and continuation of the work done by the University of Prishtina in Strategic Plan 2017-2019, which is the result of a process with a wide participation of experts from different academic fields and partners, will be a document based on which the University of Prishtina will develop, consolidate and build structures and mechanisms that promote the development of this institution at a level comparable to the prestigious universities of the most developed countries.

Further, this strategy addresses the need to specify the measures and instruments that the UP, as a higher education institution, should undertake to make academic development more closely linked to higher education, the labor market, internationalization and society's needs in general. The impact can be seen in the newly developed programs and the update of the existing ones for relevant profiles based on international experience, the organization of staff training, the gradual increase in student mobility, the continued growth of young, engaged researchers in research, scientific and artistic work, international publications, development of collaborative projects of the University of Prishtina and overall contribution at national level.

The strategy further advances the University of Prishtina's relation with government agencies, local and international partners, other research institutions and organizations.

The management of the University of Prishtina remains committed to analyzing, detailing and implementing this Strategy, to achieve internationally comparable results and to contribute to the socio-economic development of the Republic of Kosovo.

Yours Faithfully,
Prof. dr. Marjan DEMA, Rector



DRAFTING PROCESS OF UPSP 2020-2022

At the meeting of the UP Steering Council (SC) on 14.11.2019 the commission for drafting the UP Strategy has been established for a three year period based on Decision no: 4/28, dated 21.11.2019, pursuant to Article 22 of the UP Statute. All UP development activities will be guided by this document, which will also be an indicator of the performance of the UP management structures on the basis of its annual monitoring and reassessment.

The SC has appointed a working group of 7 members: Prof. dr. Hysen Bytyçi, prof. mr. sc. Drita Shoshi-Begolli, prof. dr. Naser Kabashi, dr.sc. Ujkan Bajra, prof. assoc. dr. Zeqir Veselaj, prof. assoc. dr. Kreshnik Hoti, and msc. Esat Kelmendi.

The working group initially completed a portfolio of all relevant documentation for the drafting of the Strategic Plan of the University of Prishtina (SPUP) focusing on MEST higher education strategic documents (KESP 2017-2020), UP sector strategic documents (for research, quality assurance, UP Strategic Plan 2017-2019), international higher education documents, etc.

The preparation of the document followed the dynamics approved by the SC, which included the following phases: drafting the document by the SC commission, finalizing the discussion paper, public discussion with the management offices and academic units, students, donors and partners, before getting approved by the SC.

The working group held seven work meetings and consultative meetings, in which it set out priorities and worked out an initial draft, which was sent for additional contributions to all academic units and relevant UP offices.

Thereafter, the draft document was sent, through the Deans, for public discussion to academic unit staff between 26.02-04.03.2020. The Steering Council would like to thank all those who have contributed in any way to the drafting of the SPUP 2020-2022.



WORKING GROUP

The working group comprised of the following members has been responsible for the drafting of this document:

1. Prof. dr. Hysen Bytyçi (chairperson),
2. Prof. mr. sc. Drita Shoshi-Begolli (member),
3. Prof. dr. Naser Kabashi (member),
4. Dr.sc. Ujkan Bajra (member),
5. Prof. assoc. dr. Zeqir Veselaj (member),
6. Prof. assoc. dr. Kreshnik Hoti (member)
7. Msc. Esat Kelmendi (member).



VISION

The University of Prishtina is a higher education institution, recognized globally for its professionalism, integrity, quality teaching, and research. In line with the needs of economy and market, it will set and maintain new quality standards by supporting mobility and development of academic career for staff and students by increasing the number of partners and by joining the European higher education network.

MISSION

UP's mission is based on academic development, scientific and artistic research, and the provision of higher education through programs of strategic and development interest of the Republic of Kosovo. The University enables mobility of programs, students and academic staff on an ongoing basis, with the aim of achieving international level and competitiveness in the market.

The mission of the university is based on the aspirations of the citizens of the country through quality assurance in higher education, academic, scientific, artistic development or even disciplines of national interest for the Republic of Kosovo.

The University is an autonomous public institution of higher education that develops academic education, scientific research, artistic creativity, professional counseling, and other areas of academic activity. The University has the following goals:

- To act as an institutional and leadership center for the advancement of knowledge, creative ideas and science in the Kosovo higher education system;
- To play a leading role in the development of Kosovo's education, science, culture, society and economy;
- To assist in the process of promoting civic democracy;
- To aim at establishing and upholding the highest standards in the field of teaching and learning, scientific research and artistic creativity;
- To use its resources as efficiently as possible;
- To maximize cooperation and participate in all higher education activities at national, regional and international level;



- To promote and implement European standards for sustainable development;
- To be fully integrated into the European Higher Education Area, the European Research Area and to undertake adequate reform steps necessary to achieve this mission;
- To be oriented towards innovation and excellence in scientific research.



INTRODUCTION

University of Prishtina “Hasan Prishtina” is a public institution, the largest in the country in terms of higher education provision. Under its umbrella, the UP has a total of 14 academic units and holds state and civic responsibility in the proper education of the youth of the Republic of Kosovo, in preparing them as responsible and useful citizens for the needs of Kosovo.

1. Faculty of Philosophy;
2. Faculty of Mathematical and Natural Sciences;
3. Faculty of Philology;
4. Faculty of Law;
5. Faculty of Economy;
6. Faculty of Construction;
7. Faculty of Architecture;
8. Faculty of Electrical and Computational Engineering;
9. Faculty of Mechanical Engineering;
10. Faculty of Medicine;
11. Faculty of Arts;
12. Faculty of Agriculture and Veterinary;
13. Faculty of Physical Education and Sport;
14. Faculty of Education.

The purpose of UP, from its establishment up to date, has been to promote academic and intellectual life and political, economic and social change in the advancement of Kosovo and its society. It has been at the forefront of the processes vital to the state of Kosovo and, despite the challenges and difficulties, the UP has survived the test of time, devoting itself to the efforts of educating generations for a better future for all.

Furthermore, the UP remains the leading and most reliable institution in Kosovo and beyond in terms of learning and developing new staff. However, in addition to the advantages it offers to



young Kosovars, the current ranking adds additional responsibilities and obligations to providing quality services to meet the demands of students and society in general.

The diversity, the large number of students, the number of programs and the market needs for qualified people add to the challenges of continuous development to keep pace with and meet the needs of the Kosovo economy.

The UP has, over the past few years, worked tirelessly to strengthen and expand the institution, following the trends of higher education development in Europe and the USA. The UP stands out as the first institution in the region to adapt study programs in line with the Bologna System and apply ECTS to all programs.

Despite the political and economic processes that the country has gone through, UP's willingness and commitment to provide quality services and education has never been lacking. However, the changes that technology and its rapid developments have brought to the local and global market pose a challenge for the UP, which prepares the largest number of current and future employees in the country. This is a major challenge and responsibility for the UP and requires mobilization and rapid organization to address this challenge in the best possible way.

Recent developments in the top management structures within the UP clearly show that despite the difficulties that may be encountered in the process, the UP has taken the need for change very seriously, so the overall reason and willingness for this change exists.

As a result of the current situation in the UP and the demands of the Kosovo labor market, the UP, with the support of MEST, USAID, the Austrian Development Agency (ADA), the European Commission (EC) and other local and international organizations, who have been helping the UP development for years, at the initiative of the Steering Council (SC) and the Rector, worked on the Strategic Plan to address the challenges and needs that the UP is facing today.

Following the analysis and needs made years ago, supported by the above-mentioned organizations, and the latest analysis within the UP, the "UP Strategic Plan 2020-2022" has been drafted, which will address issues related to enhancing quality in all the UP services. In order to better organize and implement the planned activities, the working group has organized, by field, these activities and needs into nine (9) main pillars, which are presented below in the document.



By addressing this strategy, which incorporates a number of strategic initiatives, the timelines, the responsible stakeholders and the cost each of them requires for implementation, the UP aims to achieve its mission as the largest institution in the country in providing higher education.



EXECUTIVE SUMMARY

Through this strategy, the UP establishes strategic objectives, with the ultimate goal of providing a proper educational and scientific environment, where enhancing the quality of teaching services and scientific services is at its core. Therefore, with the implementation of this document, the UP aims to fulfill its purpose by:

- Applying standards, regulations and transparency in the selection of academic staff;
- Providing professional development of academic staff in teaching methods to the benefit of students;
- Ensuring continuous student-teacher communication to achieve the best learning outcomes;
- Promoting scientific research for teachers and students;
- Orienting students to be part of international forums in capacity building, for changes or improvements according to the current demands.

Information and administrative services are necessary to ensure the smooth running of the work and processes within the UP. Digitalization and timely provision of information facilitates the achievement of strategic objectives and the fulfillment of the university's mission; therefore, the overall goals of the strategy also aim to:

- Improve the quality of administrative services in the UP, as needed for digital services;
- Share information on all important UP activities and events from international forums;
- Provide access to electronic platforms at all times;

The infrastructure and working tools of the UP are significant in order to achieve the highest performance. Working conditions and the construction of new facilities for the benefit of teaching and research are an important basis and require the attention of stakeholders within the UP. The strategy seeks to identify and set achievable objectives that are ultimately aimed at enhancing the quality of life and services on campus and in university facilities in general. Therefore, the improvement of the existing infrastructure and building new capacities, which are addressed in this document, intends to:

- Increase the number and area of teaching facilities in line with the number of students;



- Provide classrooms and laboratories equipped with working tools and technology, depending on the needs of the program;
- Provide comfortable reading facilities by equipping libraries with computers for access to e-libraries and the necessary equipment to facilitate the learning process;
- Provide infrastructure conditions for easy access of people with disabilities to the UP campus and access to services by the UP.

The optimization of resources, infrastructure and human capital is expected to produce internationally acceptable performance, which in fact coincides with UP's vision and mission. A key component that makes it credible that the university's resources are being utilized in an environment covered by adequate control that minimize operational risk and beyond increases performance. Professional competence and the adoption of sound governance policies are also some factors that ensure strategic goals are achieved. The common element of all this mosaic is the quality of the programs in providing continuous accreditation with the aim of:

- Strengthening an internal quality assurance system;
- Continuously analyzing and monitoring the progress of programs;
- Offering new programs or revising current programs, depending on labor market needs;
- Overseeing and evaluating academic staff engagement;
- Adjusting the number of academic staff with the number of students for effective learning;
- Applying active learning in order to develop students' critical thinking and free expression;
- Considering feedback from advisory bodies that guide the completion or improvement of study programs in academic units.

One disadvantage that the UP has faced so far is the provision and efficient use of the budget in the realization of the UP priorities. The purpose of this document is to properly organize/plan the budget or public money dedicated to the UP, as well as donations from various local and international organizations, by building a register and data storage of these revenues in order to use them as efficiently and as transparent as possible. It will also stimulate economics and service delivery to increase incomes at the UP, in order to increase student services in support of



curricular and extra-curricular activities, as well as in building a stronger and more sustainable link between the community and the UP.

All these changes in improving UP services and enhancing the quality of education will enable the strengthening and enhancement of international cooperation, which have not been lacking in UP in the past, but today's needs and demands are much greater. UP has a successful experience in international cooperation. Summer University hosts international students and academic staff from different countries of Europe and the world each year. In addition, the UP needs to increase the mobility of academic staff and students with various higher education institutions outside of Kosovo in order to exchange academic experiences and deliver services in a timely manner. This is possible through the programs offered: (Horizon 2020, Erasmus +, CEPUS, etc.). As part of UP's internationalization/globalization, it aims at offering programs in the English language, in programs that are attractive to the market and that would further open students' career paths, creating opportunities for joint degrees with partner universities (Joint Degree Diploma or even Double Degree Diploma).

Certainly, the realization of this strategic plan and action plan has its financial implications and challenges, depending on the area they cover. It is important to note that most of these initiatives do not require major budgetary implications and are affordable from the existing or envisaged UP budget.

However, some activities require financial support from the donor community, which we believe will continue to support this process, as they have so far supported various projects.

The UP is convinced that implementing these initiatives in the UP organizational structures will positively change developments in the UP in achieving the common goals of a higher quality education and greater employment of graduates in the UP, who will not lack the knowledge, skills and competencies that the labor market today requires. Therefore, the implementation of this strategic plan is an obligation for all UP stakeholders to work on fulfilling and advancing the UP mission as well as UP's obligations to students and citizens of Kosovo for a qualitative and valuable education.



SUMMARY OF STRATEGIC OBJECTIVES AND INITIATIVES

In line with its vision and mission, the University of Prishtina has identified a number of strategic objectives, with the ultimate aim of advancing its competitive position by providing quality services to the needs of the population of Kosovo and beyond. To this end, we have identified priorities in line with human, financial and logistical capacities and resources so that the university can be developed and guided towards meeting strategic objectives. The priorities are as follows:

Increase of quality in education and scientific/artistic research - Create a new model for pre-university education to better prepare UP students for a changing world. Develop and implement a new competitive model in teaching, research and services at the UP to achieve the goal of ranking among the world's top 1000 institutions in the world by 2027.

Promote scientific/artistic research - Support our research mission by increasing institutional funding and research spending by 2% of the UP budget; provide targeted investment in advanced research and creative work.

Program Development and Sustainability - Based on market demands and global competition, this will require following trends in job development and needs as well as a process to measure the sustainability of current and future university programs.

Support the UP development - Increase resources to provide suitable conditions for sustainable university operations. Invest in tools for success. Increase investment in new technologies, new and existing on-campus facilities, as well as utilize library, collections and access to them.

Diversity as a process - Implement new strategies for enhancing and improving diversity; foster a supportive and inclusive climate for all.

Serve Kosovo, our community and our graduates - Extend field programs to communities in Kosovo; increase opportunities for lifelong learning and distance learning.

Globalization and internationalization of the academic programs and student services of the UP faculties to promote maximum exchange and allow competencies across borders.



These are the nine strategic areas identified in the plan outlined in this strategy. Each strategic area is divided into objectives with strategic implementation initiatives, measures, timelines, responsible staff and resources needed to achieve the objective. The listing of strategic initiatives provides the UP with areas of focus for the next three years. The list is a summary of priorities that should be considered as areas of institutional focus, but progress and focus should be reviewed based on indicators and a formal periodic review and reassessment process of the plan at least once a year. Although, the listed strategic initiatives are designed to be unique (not redundant), in a complex organizational plan some of the initiatives may appear to be redundant or similar.

Nine Strategic Areas of Focus and Objectives of Strategic Initiatives

(1) Teaching and Learning

- (a) Improve teaching by introducing new methodologies;
- (b) Provide development of academic staff in pedagogy;
- (c) Provide professional development and support in research methodology, statistical analysis, journal writing, and cost of publication as needed;
- (d) Increase opportunities for carrying out tasks and services, which constitute the source of university income;
- (e) Establish Faculty Community Service;
- (f) Increase academic performance.

(2) Scientific/artistic research work

- (a) Increase the research/scientific/artistic results of academic staff in internationally recognized competing journals in their field;
- (b) Provide professional development and support in research methodology, statistical analysis, journal writing, journals and the cost of publication as needed;
- (c) Increase opportunities for the realization of jobs and services that are the source of university income;
- (d) Create conditions for scientific activities in cooperation with international institutions.



(3) Quality assurance and accreditation

- (a) Improve teaching and learning to achieve better learning outcomes and increased interest in the knowledge provided;
- (b) Increase the quality of academic staff, student progress, course evaluation and overall results;
- (c) Establish a scholarship fund for short-term research visits abroad;
- (d) Develop targeted doctoral programs in English and in accordance with the Bologna system;
- (e) Increase and improve scientific and research results in the UP;
- (f) Strengthen university relations with the labor market and the community;
- (g) Institutionalize student involvement in quality assurance;
- (h) Design and implement key indicators of academic performance (KPI-A).

(4) Level of study and market-demanded programs

- (a) Implement programs in accordance with market needs;
- (b) Develop measurable program outcomes;
- (c) Increase cooperation with the public and private sectors to link programs with demand, current skills and knowledge requirements as well as future needs;

(5) Human Resources Development

- (a) Develop staff organization chart and future staff structures;
- (b) Increase the training of administrative staff;
- (c) Improve recruitment and employment practices;
- (d) Clarify duties and responsibilities for administrative staff.

(6) IT system development

- (a) Implement a globally competitive information system;
- (b) Develop student services to EU/US standards;
- (c) Initiate the student development system for learning as a whole;
- (d) Strengthen the alumni network;



(7) Fiscal accountability and improved financial data information

- (a) Develop and implement finance and budgetary systems (policies, software, processes, training and utilization) to improve university management and improve transparency and accountability.
- (b) Mutual report on the achievement of strategic objectives and initiatives.

(8) Infrastructure development

- (a) Further develop the UP infrastructure database and inventory for all AUs;
- (b) Implement the master plan of physical systems and infrastructure;
- (c) Develop a campus resource management strategy;
- (d) Opportunity to develop infrastructure for campus activities;
- (e) Improve infrastructure for persons with disabilities in the UP facilities.

(9) Globalization/internationalization

- (a) Implement study programs/levels in English with international partners;
- (b) Enhance and functionalize global partnerships;
- (c) Increase the number of applications for mobility and scholarships (Office for International Cooperation);
- (d) Support staff for joint projects to receive international funding;
- (e) Increase the efficiency of verification of transcripts and documents (at the request of international partners);
- (f) Electronic database for the management of international projects and donations;
- (g) Increase cooperation with international non-university public or private corporations.

Strategic initiatives are presented below in tabular form for easier reading and execution. Administrative and academic units of the University of Prishtina are expected to develop plans for the implementation of initiatives, objectives and tasks/activities within their units. The plan will continue to be developed with data/input from internal and external stakeholders in order to remain as one document.



MONITORING, ASSESSMENT, AND REPORTING

Monitoring and assessment are fundamental components in implementing a strategy and measuring progress and particular achievements. The UP Steering Council appoints a commission to monitor and assess the implementation of this strategy, according to the dynamics foreseen in the Action Plan. The Commission for Monitoring and Assessing the Implementation of the Strategy, in close cooperation with all relevant UP structures, will regularly monitor the implementation of the Action Plan of this strategy and report at certain stages. The UP Steering Council will be responsible for monitoring and assessing this strategy.

The data that academic units and relevant offices will submit to the monitoring and evaluation commission should include: activities carried out and their progress, effects, impacts, difficulties, findings, and recommendations.

Responsible officials will also receive input from donors. Indicators for the monitoring of the implementation of the strategy have been defined to ensure proper monitoring of the Action Plan. These indicators will enable to monitor the progress, noting the level of achievement of objectives and the achievement of the goals of this strategy. This strategy is an active document and will be reviewed and supplemented annually.

Sustainable monitoring and evaluation of this strategy through the Action Plan provides its implementers with an overview that enables them to act on time and in accordance with the needs and challenges that the higher education sector is currently facing and will face in the future. The Action Plan of this strategy is built on a tabular structure whose progress will be monitored regularly at regular meetings led by the Monitoring and Evaluation Committee.

At the end of the implementation of the strategy, an overall assessment will be carried out to check to what extent this strategy has influenced the empowerment of the university, considering relevant MEST documents as a base.



ACTION PLAN 2020-2022
Strategic Areas

| 1. Teaching and Learning | | | | | | |
|---|--|---|--|-----------------------|-------------------------|------------------------------|
| Strategic objective | Aim | Tasks – Activities | Indicators | Timeline | Staff Responsibility / | Resources / costs |
| Improve guidelines based on methodologies and requirements of the time | Provide opportunities for students to easily gain knowledge and comparability with the results achieved. | <p>Advancement and electronic access to SEMS for students, including all necessary information on courses, grades, activities and student data. (Migration of additional data/platforms).</p> <p>--Recognition of delays and regular or ad hoc trainings for teachers.</p> <p>Fulfillment of detailed conditions and standards.</p> | <p>-All students are provided with official student e-mail and card.</p> <p>-To upload all teaching material in SEMS and other specialized platforms for interactive teaching.</p> <p>- Advancement of e-student in SEMS platform.</p> <p>- Advancement of e-academic staff in SEMS platform.</p> <p>- Advancement of e-administrative staff in SEMS platform.</p> <p>- Setting up science platforms and other services for students and staff (eg sciencedirect, web of science, Moodle, Turnitin, etc.).</p> | October, 2018-ongoing | UP Management | 70.000 (verification) |
| | | | | | ITO/ ADC/ / AU | |
| | | | | | ZPM/IERD/ | 10.000 |
| | | | | | ADC/KC/AU | 10.000 |



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|--|--|--|---|--|--|--|
| | | Improvement or refinement of study programs according to the requirements of market needs. | <ul style="list-style-type: none"> - Number of trained staff - Level of training - Consultation with advisory bodies; - Review of syllabi and adaptation of study programs; - Accredited program | | | |
|--|--|--|---|--|--|--|

| 1. Mësimdhënia dhe mësimnxënia | | | | | | |
|--------------------------------------|---|---|---|-------------------------|---------------------------|-------------------|
| Strategic objective | Aim | Tasks – Activities | Indicators | Timeline | Staff Responsibility / | Resources / costs |
| Community service | UP willingness and experience to provide knowledge and services at the community's request | Develop a policy system for community service; -Develop a protocol for projects for the greater good in UP and in the community. | Measure the progress toward achieving the goal. - Drafting of procedures - Number of services provided in the community | March 2020 | Management/AU/ CDC | 15,000 |
| Increase academic performance | Assessment of students' performance according to Bologna system | - Design the student performance evaluation process based on the Bologna system; | - Tracking system implemented for student performance in the country; - SEMS to include classes and exam schedules | March 2020 - March 2022 | SC/Management/ Senate/AU/ | |



| | | | | | | |
|--|--|-------------------------------------|--|--|--|--|
| | | - Develop on-line classes and exams | | | | |
|--|--|-------------------------------------|--|--|--|--|

| 2. Research scientific/artistic work | | | | | | |
|---|--|---|--|---------------------------|------------------------|-------------------------------|
| Strategic objective | Aim | Tasks – Activities | Indicators | Timeline | Staff Responsibility / | Resources / costs |
| | | | | | | |
| Increase the results of scientific/artistic research | Promote scientific/artistic research for academic staff in genuine scientific journals and credible platforms. | <ul style="list-style-type: none"> - Report annually on the results achieved and the mandatory measures taken - Establish scientific/artistic research groups within the AUs. | <ul style="list-style-type: none"> - Number of published works; -Number of conferences -Number of established scientific/artistic research groups | March 2020-ongoing | Management/AU /OSRP | 1% of UP annual budget |
| | | | | | | |



| 3. Quality assurance and accreditation | | | | | | |
|---|--|--|--|--------------------------------|---|-------------------|
| Strategic objective | Aim | Tasks – Activities | Indicators | Timeline | Staff Responsibility / | Resources / costs |
| Improve teaching and learning in order to develop students' competences. | Continuously encourage the development and improvement of study programs in line with the Bologna Declaration and the European Higher Education Area. | --Develop and implement protocols for partnership with local and international institutions. | - Number of partnerships with local and international institutions; -Number of staff trained during the quality improvement process. | March 2020 / ongoing process | UP/AU | No costs |
| | | - Contact with international institutions; -Develop legal basis for cooperation; -Develop and accredit the program for interdisciplinary studies; -Manage the survey (post-implementation of the first generation of graduates). | - Number of interdisciplinary programs in cooperation with international institutions of higher education and science. | March 2020 / ongoing process | Management (QDO/FAO/ Study committee/Senate) AU,dhe KAA | 100,000 |
| | | -Develop and accredit programs based on priority disciplines for the country leading to the award of joint degrees; -Develop and administer the survey after the completion of the first generation of graduates); - Analyse survey results and report | - Number of programs based on the country's priority disciplines leading to the award of joint degrees. - Number of surveys conducted; -Number of events implemented | October, 2020-September, 2022- | Management (QDO/FAO/ Study committee/Senate) AU,dhe KAA | 180,000 |



| 3. Quality assurance and accreditation | | | | | | |
|--|--|--|---|------------------------------------|---|-------------------|
| Strategic objective | Aim | Tasks – Activities | Indicators | Timeline | Staff Responsibility / | Resources / costs |
| | | <ul style="list-style-type: none"> - Develop a review platform in line with the work plan overseen by the ADC and the Central Commission for Quality Assurance; -Develop teaching methods that increase active (student) participation; -Develop and accredit lifelong learning programs. | <ul style="list-style-type: none"> --Establish process for ongoing review program. -Active teaching methods. -Finalize the lifelong learning system. - Number of programs developed and accredited for lifelong learning. | June, 2020 - ongoing | Management (QDO/FAO/ Study committee/Senate) AU,dhe KAA | No costs |
| | Support research-based learning and create a student-centered learning environment. | | <ul style="list-style-type: none"> - Learning results developed for each program before being submitted for accreditation/re-accreditation. | January, 2020 – ongoing process | QDO/ CCQA /CET/ AU | No costs |
| | | <ul style="list-style-type: none"> - Develop best research-based teaching methods for all levels of study programs before accreditation and during implementation. | <ul style="list-style-type: none"> - Number of research-based methods used | January, 2020 – ongoing process | QDO/ CCQA /CET/ AU | No costs |



| 3. Quality assurance and accreditation | | | | | | |
|--|-----|--|---|---------------------------------|---|-------------------|
| Strategic objective | Aim | Tasks – Activities | Indicators | Timeline | Staff Responsibility / | Resources / costs |
| | | - Improvement of scientific/artistic research components in study programs (PBL, Case study, etc.). | - Percentage of programs based on scientific/artistic research | January, 2020 – ongoing process | QDO/ CCQA /CET/ AU | No costs |
| | | - Develop and support interactive teaching for students. | - Interactive teaching methods used. | January, 2020 – ongoing process | QDO/ CCQA /CET/ AU | No costs |
| | | - Increase awareness of best learning practices and skills (including research-based learning and e-learning). | - Number of events organized for research-based learning and e-learning – - Materials published on the UP web site. | January, 2020 – ongoing process | QDO/ CCQA/ CET/ AU | No costs |
| | | - Support students to take responsibility and be involved in teaching assistance (PhD students, demonstration students). | - Number of students and courses involved in learning; -Annual surveys to measure change as perceived by students and faculty. | March 2020 – ongoing process | QDO/ IT/ SP/ CCQA/ CET/ AU | No costs |
| | | - Draft the legal basis for student participation in course/program evaluation and other quality assurance mechanisms. | - Legal (statutory) changes needed to enable this participation. - Student participation in the quality assurance process | March 2020 – ongoing process | Management /QDO | No costs |



| 3. Quality assurance and accreditation | | | | | | |
|--|-----|---|---|---------------------------------|--|---------------------------------------|
| Strategic objective | Aim | Tasks – Activities | Indicators | Timeline | Staff Responsibility / | Resources / costs |
| | | - Support students in organizing and participating in scientific/artistic and professional events (conferences, workshops, etc.) | - Legal basis developed for student participation in scientific/artistic events -Number of students participating in conferences and workshops. | January, 2020 – ongoing process | SC-UP, Management (QDO/ IT/ SP/ CCQA/ CET) AU | No costs 150,000 |
| | | - Support students in their quest for employment. | - Support mechanisms developed in relation to their study professions (development of employability reporting mechanisms (central database, government, private sector, ALUMNI, etc.)); - Assessment/reporting form to identify the use of acquired competencies for their career development and lifelong learning. | January, 2020– ongoing process | Management (QDO/ IT/ SP/ ALUMNI Assciation, CCQA) Senate AU | 6,000 |
| | | - Promote UP, namely study programs for potential groups of interest (high schools); -Take into account the needs of students starting from preparation for enrollment to graduation and | - Definition of promotional mechanisms; -Identification of student groups and staff for promotion; -Preparation of promotional material for programs/AUs | January, 2020– ongoing process | Management (QDO/ IT/ SP / CCQA) AU | 15,000 |



| 3. Quality assurance and accreditation | | | | | | |
|--|-----|---|---|--------------------------------|------------------------|-------------------|
| Strategic objective | Aim | Tasks – Activities | Indicators | Timeline | Staff Responsibility / | Resources / costs |
| | | employment. | and UP; - Definition of pre-application mechanism and application process of youth (competition, explanatory days; promotional materials on the web site, training of application support staff, etc.) - Orientation Week for Enrollers - Number of talents encouraged to study at UP (winners, etc.); | | | |
| | | Encourage the best talents to study at UP. | | | | |
| | | - Preserve a diverse social and cultural environment. | - A number of new mechanisms and programs that propagate in a different social and cultural environment. | January 2020 – ongoing process | Management/QDO / AU/ | 6,000 |



| 3. Quality assurance and accreditation | | | | | | |
|--|---|--|---|--------------------------------|----------------------------|-------------------|
| Strategic objective | Aim | Tasks – Activities | Indicators | Timeline | Staff Responsibility / | Resources / costs |
| | Improve physical and virtual learning environments | - Define current physical and virtual environments in UP; -Develop and/or upgrade physical environment and virtual equipment in UP. | - Completed baseline study for the current environment; -Number of new buildings/annexes built. | January 2020 – ongoing process | UP / AU | 15,000 |
| | | - Guarantee the functioning of technological devices (equipment) in support of teaching methods. | - IT and other resources provided in support of learning methods. | January 2020 – ongoing process | Management (IT/ADC) AU | No costs |
| | | - Offer library services and access electronic resources from campus or home. | - Functionalize university library services and faculties; - Organize successful access of UP students to the National Library; - Offer access to electronic resources from campus or home. | January 2020 – ongoing process | Management (CDC-QDO/IT) AU | 60,000 |
| | | - Design and build a virtual interactive learning environment at the service of all UP students. | - Interactive virtual learning environments are available and used by students as measured by annual survey. | October 2020 – ongoing process | Management (CDC-QDO/IT) AU | No costs |



| 3. Quality assurance and accreditation | | | | | | |
|--|--------------------------------------|--|--|--------------------------------|----------------------------|-------------------|
| Strategic objective | Aim | Tasks – Activities | Indicators | Timeline | Staff Responsibility / | Resources / costs |
| | UP Advisory Support Services. | - Increase the cooperation of the faculties and their departments with the QZZH-ZZH of UP. | - Review of developed time frame and between faculties and QZHK (academic career advice, guidance and consulting). | January 2020 – ongoing process | Management (CDC-QDO/IT) AU | No costs |
| | | - Guidelines and training to facilitate the "transition from high school to university"; | - Review of designed guidelines and facilitation training. -A university web-based ICT platform provides information on UP education opportunities, internships, work experiences and career options, based on tools. | January 2020 – ongoing process | Management (CDC-QDO/IT) AU | No costs |
| | | - Effective teaching-learning modules or training units to promote students’ transferable skills and their career management competencies, including the use of ICT. | - Number of modules and sessions implemented | June, 2020 | Management (CDC-QDO/IT) AU | No costs |
| | | - | | | | |
| | | - Adequate support to open perspectives for students with | - Identification of the number of students with special needs; | January, 2020 | SC-UP/ Management | 150,000 |



| 3. Quality assurance and accreditation | | | | | | |
|--|---|---|---|--------------------|---------------------------------|-------------------|
| Strategic objective | Aim | Tasks – Activities | Indicators | Timeline | Staff Responsibility / | Resources / costs |
| | | special needs in both higher education and their career development. | <ul style="list-style-type: none"> - Access for students with special needs in all buildings; - Access of students with special needs to all study programs; - Equipments for students with special needs; - Involvement of students with special needs in their career development, etc. | | (CDC -QDO/ IT) AU | |
| | Encouragement of continuous capacity building for teaching staff. | - Planning and selection of academic staff based on approved criteria and transparency. | <ul style="list-style-type: none"> - Transparent hiring process of teaching staff (approval of criteria, regulations, etc.); - Promotion and stimulation of new staff. | January, 2020 | SC-UP/ Management (ZCA?/ IT) AU | No costs |
| | Creating a strong partnership between academic staff and students. | Support and promotion of UP students with the highest average. | <ul style="list-style-type: none"> - Development of selection and support framework; - Identifying and supporting the best students to study at UP (winners, etc.); - Analysis of students' graduation rates and failing /passing rates for modules / | June, 2020 ongoing | Management (OAD/IT /) AU | 10,000 |



| 3. Quality assurance and accreditation | | | | | | |
|--|---|--|---|------------------------------|--------------------------|-------------------|
| Strategic objective | Aim | Tasks – Activities | Indicators | Timeline | Staff Responsibility / | Resources / costs |
| | | | programs / faculties. | | | |
| | | - Students’ involvement in dialogue with staff on issues related to the quality of teaching and learning. | - Number of organized events and students’ participation. | January, 2020 | Management (OAD/IT /) AU | No costs |
| | | - Potential students’ requirements in order to design appropriate courses and programs. | - Reviewing and analyzing course. | January, 2020 | Management (OAD/IT /) AU | No costs |
| | Encouraging the development of an equality (balance) and diversity dimension in teaching and learning. | Equality and diversity empowerment as well as collaborating / networking with other institutions as part of quality improvement. | - Hartimi i bazës ligjore; - Hartimi i planit të zbatimit; - Promovimi i barazisë dhe diversitetit; - Rrjetëzimi me institucione të tjera si pjesë e përmirësimit të cilësisë. | March, 2017 October, 2017 | Management (OAD/IT /) AU | 6,000 |
| | | Creating a supportive environment for marginalized groups. | - Providing supportive environment for marginalized groups (enrollment rates / quotas, translation equipments, tests, etc.). | January, 2020 | Management (OAD/IT /) AU | 30,000 |
| Quality of self-assessment | Implementation of the quality of self- | Development of monitoring mechanisms and measuring indicators. | - Developing tools for getting feedback from students and employers (surveys, alumni, | March, 2020 | Management (OAD/IT /) AU | 3,000 |



| 3. Quality assurance and accreditation | | | | | | |
|--|--|---|---|-----------------|--------------------------|-------------------|
| Strategic objective | Aim | Tasks – Activities | Indicators | Timeline | Staff Responsibility / | Resources / costs |
| reports. | assessment reports. | | etc.). - Survey with students (online), employers and graduates (alumni) in order to get feedback on the quality of teaching and learning at UP. | | | |
| | | | | | | |
| Students' outcome measurement system. | Implementation of students' outcome measurement system. | - Compilation of expected learning outcomes for all courses and programs. | - Systems development. - Sharing systems with faculties; - Faculties use systems. | March, 2020 | Management (OAD/IT /) AU | No costs |
| | Strategies for evaluating students' learning must be varied. | - Revision of strategies for evaluating students' learning; | - Completed instructions to be shared with faculties. - Publication of evaluation and discussion results; - Developing guidelines for courses / programs / teachers' evaluation results, etc. | September, 2017 | Management (OAD/IT /) AU | No costs |



| 3. Quality assurance and accreditation | | | | | | |
|---|---|---|---|---------------|--------------------------|-------------------|
| Strategic objective | Aim | Tasks – Activities | Indicators | Timeline | Staff Responsibility / | Resources / costs |
| | Assessing students to enable continuous quality improvement. | <ul style="list-style-type: none"> - Developing a students' evaluation methodology; - Development and implementation according to the Bologna system and accredited syllabus / program; - Establishment of continuous monitoring; - Developing a variety of criteria, etc.. | <ul style="list-style-type: none"> - Monitoring systems are operational; - Drafting criteria. | January, 2020 | Management (OAD/IT /) AU | No costs |
| Creating scholarships for short periods of research visits abroad. | Increasing the number of opportunities for UP researchers to travel, create global networks and increase their productivity. | <ul style="list-style-type: none"> - Financial support of at least 20 short-term research trips per year for the most active UP researchers. | <ul style="list-style-type: none"> - Finances allocated each year for this activity; -Travel support for academic staff; - Annual research results of participating researchers. | March, 2020 | Management (OAD/IT /) AU | 60,000 |
| | Institutionalization of academic mobility programs and increasing the number of beneficiaries. | Documentation of procedures for short-term research visits of academic staff abroad. | <ul style="list-style-type: none"> - Completion of documents; - Procedures are available for researchers. | April, 2020 | UP QDO/ ICO/ IT/ AU | No costs |
| Doctoral programs at UP in accordance with the Bologna system | Providing support for the development of at least five PhD programs in different | <ul style="list-style-type: none"> - Support for at least five PhD programs to be developed in different disciplines, out of them at least one is interdisciplinary. | <ul style="list-style-type: none"> - Adjustment of the PhD programs development framework; - Identifying the needs of programs in disciplines which | October, 2020 | Management (OAD/IT /) AU | 300,000 |



| 3. Quality assurance and accreditation | | | | | | |
|--|--|---|---|------------|--------------------------|-------------------|
| Strategic objective | Aim | Tasks – Activities | Indicators | Timeline | Staff Responsibility / | Resources / costs |
| | disciplines. At least one of them is interdisciplinary. | | <ul style="list-style-type: none"> are considered as priority; - Four PhD programs in developed priority fields of expertise; - An interdisciplinary developed program; - Students' enrollment in doctoral programs in new disciplines of priority and interdisciplinary disciplines. | | | |
| Improving and enhancing research results at UP. | Encouraging the inclusion of diaspora capacities in scientific research / arts and artistic development activities. | - Establishing contacts and supporting diaspora researchers. | <ul style="list-style-type: none"> - Identifying diaspora contacts and supportive researchers from diaspora; - Creation of contacts database of researchers from the diaspora; - Promoting the position of "adjunct" professors for lecturing and research across academic units that have available capacities. | June, 2020 | Management (OAD/IT /) AU | 45,000 |
| | | Defining contractual obligations for scientific / artistic research activities of academic staff. | - Creation of legal basis and regulations for UP staff part-time employment based on the best European practices. | June, 2020 | Management (OAD/IT /) AU | No costs |



| 3. Quality assurance and accreditation | | | | | | |
|--|---|---|--|-----------------------------|---|-------------------|
| Strategic objective | Aim | Tasks – Activities | Indicators | Timeline | Staff Responsibility / | Resources / costs |
| | Increasing academic integrity. | - Addressing plagiarism cases to academic staff as well as students. | - Software programs application and their implementation. | June 2020-ongoing | Management/Senate/ Ethics Council / AU | 30,000 |
| | Supporting innovations and protecting UP intellectual property. | - Drafting the legal basis for innovations; - Harmonization of the Law on Intellectual Property in UP regulations. | - UP regulation on innovation; - Introducing the ethical statement on intellectual property and innovation; - Drafting of the UP intellectual property regulation. | December 2020 | Management / Senate / Office of Sponsored Projects/AU | No costs |
| | Creating a database and a mechanism for using existing infrastructure at UP. | - Development of study reports and information on existing capacities at UP; - Creating an inventory of objects and a resource / tool inventory. | - Providing study reports and information on existing capacities at UP; - Approval of relevant policies; - Constructing an UP property database and a labeling system. | 2020- 2020 2021? | UP QDO/ ICO/ IT/ AU | No costs |



| 3. Quality assurance and accreditation | | | | | | |
|--|---|--|--|---------------|---------------------------------|-------------------|
| Strategic objective | Aim | Tasks – Activities | Indicators | Timeline | Staff Responsibility / | Resources / costs |
| | Offering access to the e-library by membership. | <ul style="list-style-type: none"> - The UP to join the library consortium; - Developing a collaborative program for access to e-learning resources; - Access to at least two library platforms. - Access to partner university resources is negotiated. | <ul style="list-style-type: none"> - Access to at least two e-platforms is provided. - Access to e-learning resources is provided. | 2021 | UP QDO/ ICO/ IT/ AU | 15,000 |
| | Raising the level of university literature publications for students. | <ul style="list-style-type: none"> - Financial or technical support for the preparation of university literature. | <ul style="list-style-type: none"> - The number of published publications. | 2020-ongoing | UP- Publishing Council | 150,000 |
| | Creating strategic partnerships with internationally reputed institutions. | <ul style="list-style-type: none"> - Recommendations of the UP Scientific and Artistic Research Advisory Group for 2-3 UP strategic partners. | <ul style="list-style-type: none"> - Creating legal basis for cooperation. - Establishing 2-3 UP strategic partners for each faculty. | June, 2020 | Management (OFR/ OAD)AU/ | 60,000 |
| | Allocation / publication of information on cooperation opportunities. | <ul style="list-style-type: none"> - Relevant information on international cooperation opportunities. | <ul style="list-style-type: none"> - Providing relevant information on opportunities for international cooperation at least once in three months. | 2020- ongoing | Management (OFR/ OAD)AU/ | No costs |



| 3. Quality assurance and accreditation | | | | | | |
|--|--|--|--|---------------|-------------------------------|-------------------|
| Strategic objective | Aim | Tasks – Activities | Indicators | Timeline | Staff Responsibility / | Resources / costs |
| | Supporting the appropriation of grants by national funding agencies and private or public institutions. | - Creating necessary legal provisions; - Founding the UP foundation. | - Providing the necessary legal provisions.. | March, 2020 | Management (OFR/OAD)AU/ | No costs |
| | | - Ongoing updating of information on funding opportunities on the UP website. | - Provide up-to-date information on the funding opportunities in the front page of the UP website. | March, 2020 | Management (OFR/OAD)AU/ / | No costs |
| | Drafting and implementing 3-year plans for scientific / art research activities at UP. | Establishing a working group to design the 3-year development plan. | Approving the 3-year development plan. | October, 2020 | Management / OSP/AU/ Partners | 3,000 |
| Expanding UP's relations with the labor market and civil society. | Responses in teaching and research as well as in the field of art in order to meet society needs. | - Promoting general competencies for all graduates seeking employment, especially in the field of general and vocational education, law, medicine, applied engineering, public administration and art. | - Developing and implementing academic and professional competencies. | October, 2020 | Management (QDO/IT) AU | 5,000 |
| | | - Communicating with high | - Developing relationships | June, 2020 | Management | 3, 000 |



| 3. Quality assurance and accreditation | | | | | | |
|--|--|---|--|-----------------------|---|-------------------|
| Strategic objective | Aim | Tasks – Activities | Indicators | Timeline | Staff Responsibility / | Resources / costs |
| | | schools in order to provide information and guidance to high school students and to support them in order to facilitate the transition from school to higher education. | with high schools; - Organizing information sessions, etc. | | (QDO/ /IT) AU | |
| | | - Engaging students and teachers in society, especially by developing projects that are relevant to student and society education at the same time. | - The number of support projects that are relevant to the education of students and society. | January, 2021 | Management (QDO/ /IT) AU | 10,000 |
| | | - Research projects that meet society needs. | - The number of research projects that meet society needs. | January, 2021 | Management (QDO/ /IT) AU | 10,000 |
| | Increasing the potential of alumni (graduates) for further development of higher education in UP. | - Improvement and completion of the UP alumni database. | - Developed mechanism for contacting alumni (graduates); - Updated alumni database; - Developed strategies to collaborate with alumni. | March, 2020 – ongoing | Management (QDO/ /IT) AU UP Alumni | 3,000 |
| | | - Continuous development of contacts with alumni in order to develop alumni bulletin. | - Alumni contacts which lead to the publication of the alumni bulletin. | January, 2020 | Management QDO / CDC/ ICO / IT / AU | 1,000 |
| | | - Encouraging and maintaining contact with alumni to contribute to | - The number of contacts and the establishment of | June, 2020 | Management QDO / CDC/ | No costs |



| 3. Quality assurance and accreditation | | | | | | |
|--|---|---|---|---------------|-------------------------------------|-------------------|
| Strategic objective | Aim | Tasks – Activities | Indicators | Timeline | Staff Responsibility / | Resources / costs |
| | | enhance the knowledge of encouraged students in all aspects. | communication database for the purpose of enhancing international relations. | | ICO / IT / AU | |
| | | - The way (opportunities) of doing a research project for tracking UP graduates to get information on quality and professional development; - Involvement of the Research Center and CTE. | - Feedback on developing mechanisms for qualitative and professional tracking; | January, 2021 | Menagement OAD -/ CDC/ ICO/ IT/ ICO | No costs |
| Students’ involvement in quality assurance. | Drafting procedures for students’ representation in quality assurance. | -Representing students in all processes for quality assurance at UP through review of study programs, department, faculty, student services and at the institutional level of the university. | - Students’ involvement in quality assurance activities. - Formal students’ reporting on representation in all quality assurance activities. | January, 2020 | UP QDO/ CDC/ ICO / IT / AU | No costs |
| | | | - The procedures are determined by the UP and QDO. Regulations for students’ involvement in quality assurance are going to be transparent, accessible to the public and they are going to have formal status. | | | |



| 3. Quality assurance and accreditation | | | | | | |
|--|---|--|---|---------------------------------|---|-------------------|
| Strategic objective | Aim | Tasks – Activities | Indicators | Timeline | Staff Responsibility / | Resources / costs |
| | | - Students' participation mechanisms guarantee students' participation in quality assurance activities. | - Drafting mechanisms for students' participation in quality assurance activities | June, 2020 | UP QDO/ CDC/ ICO / IT / AU | No costs |
| | | - The role of students as partners; - Students' involvement in quality assurance; | - Defining the role of students as partners in quality assurance. | June, 2020 | UP QDO/ CDC/ ICO / IT / AU | No costs |
| | Increasing the number of students involved in external assessments and accreditation agencies. | - Students and students' organizations representatives participate in all major levels of assessment. | - Students and students' organizations representatives to be invited and involved students and student in all key levels of assessment. | January, 2020 – ongoing process | UP QDO / CCQA/ CDC/ ICO / IT / AU | No costs |
| | | - The student or the person evaluating from a learning standpoint as a representative on the panel of international experts. | - The involvement of an international student in the panel of international experts for program evaluation. | January, 2020 – ongoing process | UP QDO / CCQA / CDC/ ICO / IT / AU | No costs |



| 3. Quality assurance and accreditation | | | | | | |
|--|--|--|---|---------------------------------|--|-------------------|
| Strategic objective | Aim | Tasks – Activities | Indicators | Timeline | Staff Responsibility / | Resources / costs |
| | Creating a system in order to receive students’ feedback /reporting on study programs and services. | - Feedback must be used as a systematic mechanism for all study programs and students’ services. | - Systematic mechanism for all study programs and students’ services in the country. | January, 2020 – ongoing process | UP QDO / CCQA / CDC/ ICO / IT / AU | No costs |
| | | - Students’ feedback is analyzed and it is clarified regarding the quality assurance processes in the institution. | - Analysis of students’ feedback on quality assurance processes in institutions in the country. | March, 2020 – ongoing process | UP QDO / CCQA / CDC/ ICO / IT / AU | No costs |
| | | - Students’ feedback results have to be reported along with an action plan to address each issue presented in the report. | - Actions and mechanisms of reporting the results of students’ feedback in the country. | June, 2020 | UP QDO / CCQA / CDC/ ICO / IT / AU | No costs |
| | Composing and publishing information concerning training and selection of students involved in quality assurance. | - Students’ participation as an expert in learning and internship partners, in addition to the relevant UP and MEST documents, is also based on a number of European Higher Education Area documents, such as (Berlin Communiqué (2003); Luxembourg Declaration (2005); Leuven / Louvain La Neuve Communiqué (2009); | - Developing students' capacity to participate as learning experts; - Composing quality assurance standards and guidelines; - Students’ involvement as learning experts as well as internship partners. | June, 2020 October, 2020 | UP QDO / CCQA / CDC/ ICO / IT / AU | No costs |



| 3. Quality assurance and accreditation | | | | | | |
|--|---|--|--|---------------|--|-------------------|
| Strategic objective | Aim | Tasks – Activities | Indicators | Timeline | Staff Responsibility / | Resources / costs |
| | | Bucharest Press (2012); Reports trends V and VI (Trends 2010) and other EU area reports. | | | | |
| | Promoting students as promoters of learning. | - UP and other quality assurance agencies set criteria for selecting students in quality assurance. Finally, the criteria are articulated and published. | - Defining the criteria for selecting students in quality assurance. Finally, the criteria are articulated and published. | January, 2020 | UP QDO / CCQA / CDC/ ICO / IT / AU | No costs |
| | | - Relevant support and training for students participating in quality assurance activities. | - Providing relevant support and training to students participating in quality assurance activities (seasons organization, number of trainees, etc.) | June, 2020 | UP QDO / CCQA / CDC/ ICO / IT / AU | No costs |



| 3. Quality assurance and accreditation | | | | | | |
|--|--------------------------|---|---|---------------------------|------------------------|-------------------|
| Strategic objective | Aim | Tasks – Activities | Indicators | Timeline | Staff Responsibility / | Resources / costs |
| | | | | | | |
| Increasing quality performance | Quality promotion | Design and implementation of Key Performance Indicators (KPIs). | Performance Key Indicator Tracking System | March 2020- March 2022 | Management/AU | No costs |



| 4. Level of study and market-demanded programs | | | | | | |
|--|--|--|--|--|---|---|
| Strategic objective | Aim | Tasks - Activities | Indicators | Timeline | Staff/ Responsibility | Resources / costs |
| Achievement of competencies according to market demands | The acquired knowledge needs to be compatible with the level of studies in accordance with the legal framework | <ul style="list-style-type: none"> - Providing feedback from industrial advisory boards with specification on requirements fulfillment - Cooperation increase in specific areas and in line with current developments - Increasing the level of practice alongside the teaching component for the courses | <ul style="list-style-type: none"> - Number of employees in the labor market - Development of research and professional component in the labor market based on the needs - raising the professional level in regard to market needs | October 2020 – ongoing | UP AU Department QDO / OIC/ IT / | No costs |
| | Development of study programs as a result of the development of information technology application | Fulfillment of increased requirements according to strategic objectives | <ul style="list-style-type: none"> Institutionalizing practice in the applied fields and changing the relationship between the theoretical and practical part in the syllabus. - Database development for internship opportunities | <ul style="list-style-type: none"> - Participation in professional internship has to correspond to a certain number of ECTSs - Evaluation of professional internship by the joint panel: Teaching and Market Economy - Analysis and preparation of program development or excellence to meet market demand - Adaptation and revision of existing programs that are not up to date; directing programs towards interdisciplinarity. | October 2020 – ongoing | UP AU Department QDO / OIC/ IT / |
| Development of study programs | Compatibility with European | - Implementation of joint studies with regional | - The number of graduates in this new organization | | UP QDO / | |



| 4. Level of study and market-demanded programs | | | | | | |
|--|---|--|--|----------------------|--|--|
| Strategic objective | Aim | Tasks - Activities | Indicators | Timeline | Staff/ Responsibility | Resources / costs |
| in accordance with the global requirements of the region and beyond. | market requirements and aligning the level with adequate programs | institutions and beyond | - Employability in the regional market - To prepare reports on market study results. | October 2020-ongoing | OIC/ IT / AU | |
| | | - To use the Ministry of Labor strategies and other government strategies; - To use external labor market forecasts (EU, USAID, GIZ, World Bank, etc.) in order to obtain funds earmarked for new areas; eg environment, energy, etc. | - To be prepared the number of specific job applications currently available in the regional market. | | UP QDO / OIC/ IT / AU | Advisory Board, UP, EU support agencies or USAID. |
| Cooperation increasement in the public and private sector. | Requirements fulfillment set forth in order to increase the level of research and professionalism | Creation of a database to meet cooperation needs | Database on academic staff employment and on students in the delivery of services for the submitted requirements | October 2020-ongoing | UP AU QDO / OIC/ IT // | 5,000 |
| | | - To institutionalize access to services offered through individual institutes | - Providing services to improve production implementation based on advanced technologies. - The number of related study programs in this context of requirements, followed by accreditation - Analysis of requirements set in a given program implementation period: 3-year period | October 2020-ongoing | UP AU QDO / CDC/ OIC/ IT // | 15,000 |



| 4. Level of study and market-demanded programs | | | | | | |
|--|-----|---|---|----------------|--|----------------------|
| Strategic objective | Aim | Tasks - Activities | Indicators | Timeline | Staff/ Responsibility | Resources / costs |
| | | - An annual career fair related to specific presentations and achievements in the implementation period to be organized | - Number of expertise carried out in specific fields | October , 2020 | Advisory Board UP AU QDO/ CDC/ | 3,000 |
| | | Organize a roundtable on Employment Opportunity, where employees and relevant stakeholders reflect with university representatives (among them QDO and CDC) on how to develop cooperative strategies to improve students' transition in the labor market. | - relevant stakeholders; - Roundtable Summary Report | January, 2021 | UP QDO/ CDC/ OIC/ IT/ AU | No extra cost |

5. Human resources development



UNIVERSITY OF PRISHTINA STRATEGIC PLAN 2020-2022

| Strategic objective | Aim | Tasks– Activities | Indicators | Timeline | Staff/ Responsibility / | Resources / costs |
|---|--|---|---|--------------------------------|-------------------------|-------------------|
| Reviewing staff organogram and future staff structures | New restructuring of the organogram, its updating and annual planning of staff needs. | - Reviewing and supplementing the current regulation | - Assessment and staff needs planning | June, 2020 | Rectorate and AU | 500 |
| Increase administrative staff training | Planning needs and priority areas for training, increasing the participation of the administration in Erasmus international mobility projects. | - Active participation in training and workshops to improve performance, communication and other skills | - Mandatory organization of training workshops ; - Drafting the training program ; - Mandatory elementary staff courses. | December, 2020 | Rectorate and AU | 30,000 |
| Improving recruitment and employment practices | Promoting a transparent recruitment process . Taking into account all recruitment procedures . Selecting the most qualified staff and filling vacancies on time | - Selecting the most qualified personnel . | - Publication of competitions on time and in smaller numbers, which enables even more efficient conclusion; - Publication of competitions on social networks and UP website ; - Promotion of new positions;; - Transparent selection process.. | 2020-ongoing process | Rectorate | 1,500.000 |
| Clarification of administrative staff duties and responsibilities | Analyzing current responsibilities and restructuring // merging some positions within | Current tasks and responsibilities individual assessment and their restructuring | Transparent evaluation of overload or lack of tasks within the full-time job schedule, precise definition of tasks, merging of several positions | June 2020 and it continues.... | Rectorate and AU | Zero |



| | | | | | | |
|--|-----------------------------|--|--|--|--|--|
| | new responsibilities | | within the same or similar tasks Increasing new tasks and responsibilities in line with the current developments. | | | |
|--|-----------------------------|--|--|--|--|--|

| 6. IT system development | | | | | | |
|--|--|---|---|-----------------|---|-------------------|
| Strategic objective | Aim | Tasks - Activities | Indicators | Timeline | Staff Responsibility / | Resources / costs |
| Building an integrated system for managing and administering academic, scientific and research information. | Easier management of information and other records related to staff and students. | - New operations in ESMS to be developed and be used; - Increasing security in ESMS operations. - Creating an integrated database and enable access to it based on security levels. | - Generate relevant reports - Indiscriminate wi-fi access - Account management by students and staff. | December, 2020 | Vice-Rector for Finances / IT /AU | 10,000 |
| | Modern electronic system development for human resource management. | - Developing an electronic network system to monitor the teaching process (eg academic staff) in all academic units. | - Number of electronic devices installed in classrooms and laboratories. | September, 2020 | Vice-Rector for Finances / Procurement Office/ AU | 50,000 |
| Defining e-library | Development of | - Full functioning of UP library | - Director and employed staff; | June, 2020 | Vice-Rector for | 30,000 |



UNIVERSITY OF PRISHTINA STRATEGIC PLAN 2020-2022

| 6. IT system development | | | | | | |
|---|--|---|---|-----------------|---|--------------------------|
| Strategic objective | Aim | Tasks - Activities | Indicators | Timeline | Staff Responsibility / | Resources / costs |
| resources. Students and staff unlimited access to genuine bibliographic platforms. Students' services development according to EU standards. | functional university library system. | and access to credible bibliographic and scientific platforms. | -Students with access to the library. | | Infrastructure / Library Board | |
| | | - New e-library establishment | - Open access to students' e-library | December, 2021 | Vice-Rector for Students | 10,000 |
| | | - Establishment of Students' Support Center which aims to encourage students to achieve higher success in their studies career. | - A Students' Support Center has been established. | December, 2021 | Vice-Rector for Students / SU | 30,000 |
| Developing a socialization system for students. | Improving students' social life, sports, arts, etc. | - Establishment of a regular students' sports competition; | - At least two sports competitions per year for UP | December, 2022 | Faculty of Physical Education and Sport /SU | 30,000 |
| | | - Establishment of the "University Sports" League. | - Participation in at least one international sports students' competition. | December, 2022 | Faculty of Physical Education and Sport | 30,000 |
| | | - Establishment of University Museum. | - Putting it in the University Library | December, 2022 | Faculty of Philosophy | 10,000 |
| | | - Revitalizing artistic life on the UP campus. | - Having at least one artistic activity per year. | December, 2022 | Faculty of Arts/SU | 30,000 |
| | | - Media presentation on students' life and activities. | - Students' magazine release. | December, 2020 | UP Journalism Department / SU | 30,000 |
| | | | -Students' radio establishment. | December, 2021 | UP Journalism Department / SU | 30,000 |
| Development of | Establishment of | - Providing equipments and | - The office, staff and | December, | Vice-Rector for | No costs |



| 6. IT system development | | | | | | |
|--------------------------|-------------------|--|---|----------------|-------------------------------|-------------------|
| Strategic objective | Aim | Tasks - Activities | Indicators | Timeline | Staff Responsibility / | Resources / costs |
| alumni associations | UP alumni centers | human resources for the alumni center. | functionality of the UPAC website (UP Alumni Center). | 2020 | Students / SU | |
| | | - Establishment of UP alumni associations. | -Establishment of 10 alum associationsni. | December, 2021 | Vice-Rector for Students / SU | No costs |



| 7. Fiscal accountability and improved financial data information | | | | | | |
|---|---|---|---|------------|--------------------------|-------------------|
| Strategic initiative | Objectives | Tasks – Activities | Indicators | Timeline | Staff Responsibility / | Resources / costs |
| <p>Increase transparency in spending public money, own source revenues, grants and donations.</p> <p>Integration of financial data into one module and easier management of financial records.</p> <p>Registering university property and defining property issues.</p> <p>Developing and implementing finance and budget systems (policies, software, processes, training, utilization) to improve university management and to improve transparency and accountability.</p> | <p>The purpose of this objective is to be clearly identified...</p> <p>Achieving monthly budget reporting.</p> <p>Development of real-time budget-capable systems and financial access systems by executive staff.</p> <p>Achieving accountability and transparency in all financial matters.</p> <p>Daily improvement of institution management and allocation of funds.</p> <p>Improved planning and execution.</p> | <p>Generating managerial reports</p> <p>Publication of contracts and expense reports.</p> <p>- Development of an integrated management database for internal use by executives, it includes key financial indicators (revenues and expenses);</p> <p>Planning staff needs/ resource needs based on the requirements of academic units and UP as a whole.</p> <p>Continuous education and training of staff on UP financial policies;</p> <p>- Development of automated forms;</p> <p>- Establishing a comprehensive annual planning process that involves bottom-up budget development.</p> | <p>- Achieving implementation within deadlines;</p> <p>- Establing measurements for budget utilization and cost structure improvement by 5%;</p> <p>- Measuring the use of automated systems and dashboards;</p> <p>- Measures against targeted financial indicators for financial officer performance and executive actions.</p> | Fall, 2018 | Vice-Rector for Finances | No costs |



| 8. Infrastructure development | | | | | | |
|--|--|--|--|-----------------------|--|-------------------|
| Strategic objective | Aim | Tasks – Activities | Measures | Timeline | Staff Responsibility / | Resources / costs |
| Developing a master plan for UP campuses | Increasing basic infrastructure-spaces to develop teaching and scientific-research process in order to accomplish the UP mission | Demands analysis based on the needs of academic units for development and convenience in line with standards for relevant academic fields. | <ul style="list-style-type: none"> - number of analyzed projects and started projects; - evaluation of the implementation of ongoing projects; - improving conditions in completed projects . | January, 2020-ongoing | Vice-Rector for Infrastructure , Academic Units | 50 000 Euro |
| Completion and inventory of infrastructure in UP . | Conditions improvement to implement processes in UP, including academic and administrative staff. | <ul style="list-style-type: none"> - Maintenance and functionalization of internal and external spaces within the UP campus ; - Identification of needs to improve the conditions in UP areas; - Completion and inventory of laboratory-spaces for research-scientific and teaching activities; - Preparation of standard equipments according to certain study / research areas . | - Number of spaces in completed academic units . | January, 2010-ongoing | Vice-Rector for Infrastructure , AU Procurement Office | 200 000 |
| | | | - Completion of laboratories with equipments and inventory based on relevant fields of study . | | Vice-Rector for Infrastructure , AU Procurement Office | 2 000 000 |
| | | | - Realization of outdoor spaces on the UP campuses completed, including the regulation of greenery and the construction of open sports fields. | | Vice-Rector for Infrastructure , AU Procurement Office | 200 000 |



UNIVERSITY OF PRISHTINA STRATEGIC PLAN 2020-2022

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|--|--|--|--|----------------------|---|---------------|
| | | Realization of scientific research in academic units laboratories . | Number of scientific activities carried out per year . | October 2010-ongoing | Vice-Rector for Science/ AU | 50 000 |
| Strategy development and management resources | Utilizing the UP infrastructure to implement the UP mission . | - Using the UP infrastructure and facilities as a property to complete UP inventory and create database ; - Development / renewal of forms for annual inventory . | - Realization of inventory in academic units and UP ; - Identification of changes and additions . | October 2020-ongoing | Vice-Rector for Infrastructure / Audit Office. | 15,000 |
| | | | | | | |
| | | - Providing laboratory services to third parties (business, industry, etc.). | - Annual revenue generated by UP laboratory services . | October 2020-ongoing | Vice-Rector for Infrastructure / Finance Office | |
| | | | | | | |

| 9. Globalization / Internationalization | | | | | | |
|--|------------------------------------|--------------------------------|---|-----------------|-----------------------|------------------------------|
| Strategic objective | Aim | Tasks - Activities | Indicators | Timeline | Responsibility | Resources costs / |
| Further internationalization | Increasing the presence and | New study programs in English; | Annual number of English language programs; | January 2020- | Rector AU | 780,000 / (60,000 per |



| 9. Globalization / Internationalization | | | | | | | |
|---|---|---|---|---|----------------------------|-------------------|---------------------|
| Strategic objective | Aim | Tasks - Activities | Indicators | Timeline | Responsibility | Resources costs / | |
| n of the university | activities of UP in the European and global higher education network. | Joint degree programs (joint degree); | Number of joint-degree programs; | December 2022 | FRO | program) | |
| | | Mobility activities of UP staff and students (Fulbright, Erasmus + etc.); | Annual number of UP staff and students mobility; | | Rector AU FRO | | |
| | | To contract visiting professors (lecturers and researchers) at UP; | Annual number of visiting professors contracted by UP. | January 2020-December 2022 | Rector AU FRO | | |
| | | Innovation in the organization and content of the PSU in its third decade. | Annual number of information sessions by FRO. | January 2020-December 2022 | Rector AU FRO | | |
| | | Efficient information and facilitation of mobility procedures and credits transfer for visiting students. | Annual number of transcripts / Documents. | December 2022 | Rector AU FRO | | |
| | | Increasing the efficiency of services for visiting students and professors. | Development of functional database for internationalization services. | Developed database for international projects and services. | January 2020-December 2022 | | Rector AU FRO |
| | | Upgrading the English language UP website to points of interest for internationalization. | English language website content (programs, results, etc.) | | Rector AU FRO QDO | | |



| 9. Globalization / Internationalization | | | | | | |
|---|--|---|---|---|---|-------------------|
| Strategic objective | Aim | Tasks - Activities | Indicators | Timeline | Responsibility | Resources costs / |
| | | | | | Rector AU FRO | |
| | | | | | Rector FRO | |
| New and functional global partnerships | <p>Increasing partnership with European and global higher education network.</p> <p>Sustainable growth of application and results in new projects.</p> | <p>New partnerships developed in the form of MMs.</p> <p>Funksionalizimi i partneriteteve ekzistuese.</p> <p>Aplikime të reja për projekte nga UP-ja si grant-mbajtës dhe partner.</p> <p>Rritja e qëndrueshme e të hyrave nga projektet ndërkombëtare.</p> | <p>New partnerships developed in the form of MoUs.</p> <p>Concrete projects with universities that UP has MoU.</p> <p>Annual number of applications sponsored by the ORSP.</p> <p>Annual contribution to UP revenues from international projects.</p> | <p>January 2020-December 2022</p> <p>January 2020-December 2022</p> | <p>Rector AU FRO ORSP</p> <p>Rector AU FRO ORSP</p> | |



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