



Faculty of Medicine
University of Prishtina

DEVELOPMENT STRATEGY

2025-2030

Executive Summary



March, 2025

STRATEGIC PLAN 2025-2030

Introduction

The Strategic Plan of the Faculty of Medicine for the period 2025-2030 serves as a roadmap for the development and advancement of all academic, scientific, and administrative aspects of the institution. This document reflects our commitment to building an educational and research environment that meets the highest international standards, contributing to the preparation of healthcare professionals capable of addressing the needs of contemporary society.

The strategy includes clear objectives and key priorities aimed at improving the quality of teaching, promoting scientific research, modernizing infrastructure, and expanding international cooperation. During this period, the Faculty will focus on developing human capacities, enhancing the academic environment, and creating favorable conditions for the professional development of students and academic staff.

This plan is the result of a careful consultation process with management, departments, academic staff, students, and institutional partners, based on transparency, accountability, and continuous progress assessment. It will serve as a foundation for informed decision-making and monitoring the implementation of defined objectives, ensuring quality medical education and a significant contribution to the sustainable development of the healthcare sector at the national and international levels.

Vision

The Faculty of Medicine aims to be a leader in the Western Balkans, recognized for excellence in medical education and scientific research. With an innovative and technology-driven approach, the Faculty will enhance the quality of teaching and research, empower the medical community, and positively impact healthcare and public health.

Strategic Priorities

Assessment of the Current Situation

- Detailed analysis of the Faculty's academic and infrastructural capacities through a SWOT analysis.
- Identification of strengths, weaknesses, opportunities, and threats to define the strategic direction.

Improvement of Teaching Quality and Curriculum

- Review and update of the curriculum to reflect the latest advancements in medical education.
- Integration of innovative teaching methods such as problem-based learning, simulations, and virtual reality.
- Development of a structured professional development program for academic staff in line with modern technologies and the latest research.

Development of Academic and Research Infrastructure

- Modernization of laboratories and teaching facilities to meet research and clinical practice needs.
- Provision of advanced equipment and digital resources to facilitate teaching and research activities.
- Utilization of telemedicine to expand opportunities for distance learning and field clinical practice.

Promotion of Scientific Research and Academic Partnerships

- Support and funding of research projects with an impact on medical science and public health.
- Encouragement of interdisciplinary and international collaborations to increase scientific productivity.
- Creation of mechanisms for securing funding and facilitating access to international grants.

Strengthening Relations with Healthcare Institutions and the Community

- Enhancing collaboration with healthcare institutions to provide expanded practical training opportunities for students.
- Encouraging joint projects to address public health challenges and promote health equity.
- Establishing partnerships with the government and international organizations for healthcare policy development.

International Integration

- Strengthening cooperation with internationally recognized universities and research centers.
- Facilitating academic exchanges for students and staff through international

programs.

- Developing joint research and scientific projects to increase the Faculty's global impact.

Ensuring Transparent and Efficient Management

- Improving financial management mechanisms for more efficient resource utilization.
- Developing a transparent approach in institutional administration and decision-making.
- Regular monitoring and evaluation of progress through measurable performance indicators.

Promoting Academic Integrity and Ethics

- Developing an academic culture based on integrity, transparency, and accountability.
- Implementing the highest ethical standards in all academic and research activities.
- Promoting inclusion and diversity to create an equal and inclusive environment for all.

Performance Monitoring and Evaluation

- Establishing mechanisms for continuous measurement and analysis of the Faculty's performance.
- Regular assessment of student achievements, staff contributions, and research projects to ensure continuous improvement.
- Implementing a systematic approach to identify and address challenges in real time.

The Strategic Plan 2025-2030 aims to ensure sustainable development and strengthen the Faculty of Medicine as a leading institution in medical education and research. By following a structured and data-driven approach, the Faculty will achieve sustainable growth and contribute to improving public health and the quality of healthcare services in Kosovo and beyond.

Vision

Following the recent change in management at the Faculty of Medicine, the new management team has been working intensively to set key priorities that will drive the strategic development of the Faculty of Medicine for the period 2025-2030. The Faculty of Medicine aims to achieve excellence in medical education by focusing on the following key priority areas:

- ✓ Quality of teaching and learning
- ✓ Development of research capabilities
- ✓ Teaching and research infrastructure
- ✓ Internationalization of the Faculty of Medicine

The key priority areas outlined above define the strategic agenda for the Faculty of Medicine over the next five years. By making substantial, measurable progress in each of these four areas, the Faculty of Medicine will not only strengthen but also reaffirm its leadership position as:

- The primary provider of medical education in Kosovo
- The top-performing institution for medical research in Kosovo

These priorities are not only aimed at strengthening and preserving the Faculty's leading position in Kosovo but also at elevating its competitiveness among top regional medical education institutions. The Faculty of Medicine strives to produce exceptional, highly skilled health science graduates who are equipped to become world-class professionals in the healthcare field.

Therefore, the Faculty of Medicine is aiming to become a: world-class medical education provider.

The Faculty of Medicine has traditionally had a very high quality of students who are admitted on a very competitive basis, approximately 5 students applying for one position.

This provides a distinctive structure for talented and motivated students who are currently at the forefront of our vision to achieve excellence in medical education. Ultimately, by achieving the above priorities, the Faculty of Medicine, within a five-year period, aims to build on what has been achieved thus far, make the most out of Kosovo's cultural, social, and religious diversity, and become attractive for international students from the region as well as the rest of the world.

1) Quality of teaching and learning

Improving the quality of teaching and learning at the Faculty of Medicine, as the leading medical education provider in Kosovo, remains a crucial component of Kosovo's healthcare advancement. Over the next five years, enhancing this aspect will remain a top priority for the Faculty. The Faculty of Medicine is committed to continuously improving student experience while equipping them with the necessary skills to become world-class health professionals.

Among key features in improving the quality of teaching and learning we plan to include promoting effective teaching through innovative methods; implementing a digital system for student attendance; establishing continuous assessment for student progress.

Our 2025-2030 strategy continuously focuses on optimizing innovative teaching and learning techniques such as e-learning, problem-based learning (PBL), and simulated learning, alongside integrating advanced technologies to ensure excellence in teaching and learning. Furthermore, the Faculty will work intensively on modernizing assessment techniques to align with the best global practices, ensuring a high degree of academic integrity. This will be achieved through continuous training and monitoring of our academic staff.

In this period, we will work towards closing the gap between the Faculty and best practices in modern universities, advancing clinical skills teaching, and incorporating creativity and technology into medical education. Initiatives such as the E-lab, Clinical Skills Centre, Clinical Facilitator role, and Drug Information Centre will continue to play a vital role in our modernization and internationalization efforts. These initiatives will contribute to producing competent graduates who can drive improvements in Kosovo's healthcare system.

a) E-lab

The E-lab will integrate modern technologies to support medical education, incorporating e-learning, education-based software, and distance learning modules.

- **Expected benefits:**

- Enhanced student engagement and academic performance through interactive and multimedia tools.
- Real-time measurement of learning activities to personalize education.
- Increased academic integrity through the use of plagiarism detection software.
- Greater access to global databases and resources.

- Expanded collaboration with international universities and alumni.
- Facilitated ongoing academic staff development and training.

a) Clinical Skills Centre

The Clinical Skills Centre will offer a multidisciplinary clinical environment to simulate real-world clinical situations before students interact with actual patients.

▪ Expected benefits:

- Improved student performance, reducing anxiety before real patient interaction.
- Students will gain sufficient proficiency before performing procedures on live patients.
- Better patient safety and improved clinical outcomes.
- Bridging the gap between theoretical learning and practical experience.

b) Clinical Facilitation

Our goal is to enhance clinical training through the 'Clinical Teaching Facilitator' role, which integrates experienced clinicians from Kosovo's University Clinical Centre into our education system.

• Expected benefits:

- Strengthened real-life clinical experience for students.
- Optimized utilization of clinical resources at the University Clinical Centre.
- Improved collaboration between the Faculty and clinical centers.
- Enhanced patient safety and better healthcare delivery.

c) Drug Information Centre

The Faculty has embarked on establishing the first Drug Information Centre (DIC) in Kosovo, aiming to support rational drug use and minimize medication-related issues.

• Expected benefits:

- Advancing students' drug-related education.
- Increased collaboration between the Faculty and Kosovo's clinical and pharmaceutical sectors.
- Enhancing patient safety and drug-related teaching activities.

d) Enhancing and maintaining the laboratory for applied medicine and nano bioscience research

- Upgrade equipment: Continuously invest in advanced technologies for applied medicine and nano bioscience research.
- Expand capabilities: Launch interdisciplinary projects to improve disease diagnosis and treatment through nanotechnology.
- Develop specialized labs: Create focused areas for nanomedicine, molecular diagnostics, and biomaterials.
- Strengthen global partnerships: Collaborate with leading international research institutions.
- Ongoing training: Offer programs to enhance skills in advanced research and laboratory safety.
- Promote translational research: Focus on applying lab findings to real-world clinical applications.
- Secure funding: Pursue grants from international agencies and private sector partners.
- Encourage interdisciplinary collaboration: Foster cooperation between biology, chemistry, physics, and engineering.
- Maintain high research standards: Ensure ethical practices and reproducibility in all research.
- Implement data management systems: Organize and share research data effectively.

In addition to the initiatives mentioned, we are committed to ensuring equal assessment opportunities, incorporating patient-centered care, and fostering interprofessional education. The faculty aims to improve industry alignment, with graduates better equipped to meet healthcare sector needs. Through continuous academic staff training and the integration of the best international practices, we anticipate a significant impact on student outcomes and healthcare advancements.

2) Development of Research Capabilities

The Faculty of Medicine remains the leading contributor to the University of Prishtina's research output, generating a high proportion of the institution's publications. In the 2025-2030 period, the Faculty is poised to take its research capacity to the next level, aiming to achieve research output comparable to regional partners and become internationally competitive.

Our vision is to double the Faculty's research output within the next five years, targeting a 25% annual increase in academic staff publications. The strategic commitments include:

- Training academic staff in grant applications, research paper writing, and best practices for academic integrity.
- Engaging faculty more actively in EU and US-funded research opportunities.
- Encouraging collaboration with Kosovo's University Clinical Centre to utilize clinical research opportunities.
- Strengthening the research infrastructure to support these goals.
- Engaging students into research projects
- Organizing a student conference featuring abstracts based on original student research
- Providing academic staff and students with training in advanced techniques across various programs
- Encouraging faculty to increase research output and engagement
- Provide institutional access to virtual libraries

We aim for at least 50% of our non-professorial academic staff to hold a PhD, ensuring sufficient expertise in research project development. Additionally, by 2030, we aim for 70% of our professorial staff to be actively involved in research. To support these goals, the newly established Working Group for Projects and Donations will lead innovation and staff training in research and project activities.

3) Teaching and Research Infrastructure

The Faculty of Medicine is strategically located at the University Clinical Centre campus. Over the next five years, our focus will be to enhance the infrastructure to provide an optimal teaching and research experience. Investments will target critical areas, with funding sought from international donors and industry partners.

Key infrastructural projects include:

- ✓ Completing the construction of the new Pharmacy building
- ✓ Strengthening and expanding the research infrastructure

Additionally, efforts will focus on improving administrative infrastructure by adopting technology to streamline administrative processes, improve communication, and enhance staff and student satisfaction. This will contribute to the overall quality of education and research at the Faculty.

4) Internationalization of the Faculty of Medicine

The internationalization of the Faculty of Medicine remains a strategic priority. Over the next five years, we aim to strengthen partnerships with world-class universities, international alumni, the Albanian diaspora, and international donors focused on educational programs. We aim to achieve this by:

- ✓ Promoting increased mobility opportunities for both staff and students
- ✓ Attracting international students to enhance diversity
- ✓ Building strategic partnerships with leading medical institutions abroad

Furthermore, the Faculty will actively engage Kosovo's international alumni and the Albanian diaspora in the medical and health sectors. This involvement will support teaching, research, and clinical activities, fostering global connections and enhancing the Faculty's reputation.

This development strategy, spanning 2025-2030, aims to position the Faculty of Medicine as a leading institution in medical education and research, fostering world-class healthcare professionals who will contribute significantly to Kosovo's health sector and beyond.

Functional Independence and Interconnection with Healthcare Institutions

The specific nature of the Faculty's activities and its close functional interconnection with healthcare institutions (QKUK, QSKUK, IKSHPK) necessitate a clear definition of this relationship. These institutions serve as the Faculty's teaching base, while the University itself plays a fundamental role in its operations.

Therefore, establishing well-defined interinstitutional relationships and organizing reciprocal functions is essential for the Faculty's proper functioning. Achieving functional independence is one of the Faculty of Medicine's ambitious strategic objectives, contributing to its overall development.

To fulfill the Faculty of Medicine's key vision priorities, it is imperative that the Faculty operates with functional independence as an integral part of the University of Prishtina. This necessity arises from the current limitations imposed by the centralization of competencies at the University level.

The main reasons justifying the need for the Faculty's functional independence include:

- The ability to reach and implement international agreements more efficiently, fostering the internationalization of the Faculty.
- The capability to apply for and manage European Union funding

independently and effectively, promoting better project applications and management.

- The establishment of specific regulations for the field of Medicine, which are currently not recognized by the University of Prishtina's legislation.
- Enhancing quality standards and academic staff performance requirements, including an appropriate normative framework for teaching hours and lecture groups, ensuring the recruitment and renewal of academic staff to improve teaching and learning quality.

Functional independence is essential for enhancing the Faculty's international reputation, increasing its regional and global competitiveness in medical education, and producing world-class healthcare professionals.

It is worth emphasizing that a functional independence of the Faculty of Medicine was also recommended by international accreditation experts during the most recent audit of our undergraduate and post-graduate experts.