



UNIVERSITETI
I SHKENCAVE TË APLIKUARA
FERIZAJ

STRATEGIC PLAN
OF THE UNIVERSITY OF APPLIED SCIENCES
IN FERIZAJ
2022-2026

Ferizaj, 2022

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ACRONYM LIST

EU	- European Union
FAS	- Faculty of Applied Sciences
FTAS	- Faculty of Technical Applied Sciences
HERAS	- Higher Education, Research and Applied Science
MEST	- Ministry of Education, Science and Technology
HEC	- Higher Education Center
SWOT	- Strengths, Weaknesses, Opportunities, Threats
UASF	- University of Applied Sciences in Ferizaj
KPI	- Key Performance Indicators

A WORD FROM THE RECTOR

The University of Applied Sciences in Ferizaj is the only public institution in Kosovo specialized in applied sciences, with the aim of providing practice-oriented education and related to the labor market. This fact not only makes UASF the preferred institution for young Kosovo citizens, but also adds to the responsibilities and obligations of the institution itself to provide the highest quality services in meeting the needs of students, the local and regional community, and above all businesses, as one of the most important actors of UASF.

Although it is a new university, the tradition of academic and scientific work in Ferizaj dates back to 1976, when the Kosovo Assembly founded the Higher Education Center with Ruling 692-2.

The increasing number of students, with a relatively small number of programs (a total of four bachelor's programs), increases the challenges and responsibilities of UASF for continuous development to keep up and meet the needs of regional and Kosovo businesses.

During this short period since its establishment, UASF has built a good partnership with many businesses, with which it has signed cooperation agreements.

UASF has also begun cooperating with many international universities, with which it has signed cooperation agreements, and is the beneficiary of four Erasmus+ projects for capacity building, and three student and staff mobility projects within the Erasmus+ project.

For the continuity of the logic of action according to the strategic plan, UASF is implementing the new Strategic Plan of the University of Applied Sciences in Ferizaj for the period 2022-2026. This document will address the issues related to improving quality in all UASF services over the next five years.

This Strategy identifies and addresses the measures and instruments, both academic and professional ones, that UASF should take to ensure that academic development is more closely connected to the labor market, as well as the internationalization of the University and the needs of society as a whole.

The management of the University of Applied Sciences in Ferizaj is very committed to implementing this Strategy in order to achieve comparable results on an international level and contribute to the socio-economic development of the Republic of Kosovo.

Respectfully,

Prof. Dr. Agron Bajraktari, rector

INTRODUCTION

The University of Applied Sciences in Ferizaj (UASF) is a relatively new higher education institution in Kosovo. It was founded by a Ruling of the Ministry of Education, Science and Technology (MEST) dated July 6, 2015, ratified in the Parliament of the Republic of Kosovo on July 16, 2015.

Currently, five faculties operate within UASF: 1) Faculty of Engineering and Computer Science, 2) Faculty of Tourism and Environment, 3) Faculty of Architecture, Design and Wood Technology, 4) Faculty of Applied Arts and 5) Faculty of Management.

Furthermore, UASF is the first higher education institution of this kind in Kosovo, an equivalent of the system of applied sciences in the German-speaking countries.

Despite being a new institution, UASF has proven itself in the promotion of higher education, continuous improvement of overall performance and adaptation to the needs of the labor market, thus attracting young people to acquire higher education in the profiles that this university offers.

However, the adaptation of higher education to labor needs remains a general challenge not only in UASF, but in all higher education institutions. Therefore, in the coming years, UASF will strive to profile itself as much as possible according to the needs and specifics of the labor market in Kosovo and region, in order to meet various and increasing business demands for more prepared and possibly specialized staff. All of this is to ensure the development of the private sector in the country and the economic well-being of all citizens of the Republic of Kosovo.

To stay up to date, UASF initially released the first Strategic Plan 2018-2020, on the basis of which the entire work of the University has been set.

In order to meet the deadline for the implementation of the previous Strategic Plan, the University of Applied Sciences in Ferizaj (UASF) has begun the necessary preparations and internal analyses for the development of the new Strategic Plan. The new Strategic Plan covers the period 2022-2026 and includes the intervention logic starting from the vision, mission, values, strategic and specific objectives, plan of activities, potential threats, indicators and goals. All of these are defined and determined based on the results and lessons learned from the previous strategic plan and the future needs of higher education, in order to increase the quality of education and improve the overall performance of UASF.

The content and projections of the University of Applied Sciences in Ferizaj Strategic Plan, 2022-2026, will have an impact on the overall improvement and advancement of the teaching process at UASF, the increase in quality in education, the enhancement of academic and administrative capacities, the empowerment of partnerships, and the development of practical learning based on best European practices. Furthermore, this plan aims to raise UASF to a higher level of development of higher education in Kosovo, responding to the development dynamics and growing market of ideas and labor. In addition, through this plan, it is aimed to make UASF graduates not only local competitors, but also regional and international ones.

The vision, mission, and strategic objectives, with specific and defined indicators in this plan, are based on the circumstances, needs, and specificities of the Ferizaj region and beyond, as well as the institutional capacities (including resources and budget) of the University.

In other words, this strategic plan will serve as a planning document for the work of UASF for the period 2022-2026, and as a document for the assessment of the overall performance growth of UASF.

The Strategic Plan should not be considered as rigid, but as something which is continuously evolving, and will be completed during the implementation phase, depending on the dynamics and needs that arise.

EXECUTIVE SUMMARY

In accordance with the needs and projections of UASF, the Strategic Plan has defined the logic for directing and managing the University. The plan includes the design of Strategic and Specific Objectives, which are expected to be achieved during the period 2022-2026. Indicators and targets have also been defined, through which the achievement of Strategic and Specific Objectives will be measured. An integral part of the strategic plan is the planning of time-bound activities and those responsible for the implementation of each activity.

The strategic plan includes all the necessary elements of a strategic document, starting with the introduction, methodology, description of the current situation, highlighting the challenges and difficulties that will be addressed through the Strategic and Specific Objectives.

The fulfillment of this Strategic Plan is divided into five Strategic Objectives. Each Strategic Objective includes several Specific Objectives, which are presented in the following order:

Strategic Objective 1: Advancement of the learning process
<p><i>Specific Objectives:</i></p> <p><i>1.1. Advancement and adaptation of curricula to developmental trends;</i></p> <p><i>1.2. Continuous improvement of student-centered teaching methodology;</i></p> <p><i>1.3. Further development of practical learning;</i></p> <p><i>1.4. Advancement of the e-learning system;</i></p>
Strategic Objective 2: Capacity building in science and innovation
<p><i>Specific Objectives:</i></p> <p><i>2.1. Improvement of infrastructure for scientific and innovative work;</i></p> <p><i>2.2. Improvement of the quality of scientific and applied research;</i></p> <p><i>2.3. Domestic and international cooperation for scientific projects;</i></p>

Strategic Objective 3: Strengthening of strategic level collaboration with the community
<p><i>Specific Objectives:</i></p> <p>3.1. <i>Advancement of collaboration with the industry;</i></p> <p>3.2. <i>Strengthen collaboration with and in the community;</i></p> <p>3.3. <i>Strengthen alumni network;</i></p>
Strategic Objective 4: Institutional capacity building
<p><i>Specific Objectives:</i></p> <p>4.1. <i>Capacity building of administrative and professional staff;</i></p> <p>4.2. <i>Advancement of student services;</i></p> <p>4.3. <i>Development of infrastructure for commercial activities;</i></p>
Strategic Objective 5: Continuous quality improvement
<p><i>Specific Objectives:</i></p> <p>5.1. <i>Advancement of quality and continuous adaptation of quality assurance mechanisms;</i></p> <p>5.2. <i>Adoption of digital methods for quality assessment at all levels of the university;</i></p> <p>5.3. <i>Identification of each member of the University with quality (quality culture);</i></p>

The Strategic Plan includes a chapter on the monitoring of implementation and the frequency of reporting. This will be crucial to ensure that implementation is aligned with the projections defined in this plan.

To keep track of and meet agreed projections, potential risks that may occur during the implementation phase have been identified and measures to minimize them have been put in place. The structures for monitoring the implementation of the 2022-2026 Strategic Plan will be responsible for reviewing the strategic plan (if necessary), in line with the dynamics affecting higher education in general and UASF in particular. The monitoring structure will also be responsible for analyzing and evaluating risks and addressing them in the review process.

METHODOLOGY

The methodology used for the development of the Strategic Plan of the University of Applied Sciences in Ferizaj, 2022-2026 has been inclusive, involving the management structure of UASF, the academic staff, administrative staff, students, businesses, and civil society sectors.

In the last week of July 2021, the management of UASF took all necessary steps to begin the development of the new strategic plan, to give direction and further development to the university. In this context, a Working Group was formed with all the necessary parties for the development of the strategic plan. The development process was supported by the HERAS+ project.

The development of the strategic plan has gone through several phases, described below:

- 1. Analysis of the situation, definition of vision, mission, values** - The precursor of this activity was the analysis of the implementation of the previous strategic plan, the analysis of accreditation reports, and local and international documents related to higher education in Kosovo. In July 2021, a two-day workshop was organized with all the actors responsible for the development of the new strategic plan, where fruitful discussions were held on the orientation and expectations of UASF for the period 2022-2026.

Based on this, a SWOT analysis was subsequently developed, where the internal (strengths and weaknesses) and external (opportunities and threats) university factors were identified. Since the vision, mission, and values of the previous strategic plan provided sufficient projections for the period 2022-2026, they were only supplemented in this two-day workshop.

- 2. Identification of problems, definition of objectives and activities** - This phase involves the identification of problems based on the SWOT analysis. During this phase, five main guiding areas have been identified, based on which a cause-effect analysis has been built. For each area, the causes and consequences that produce those problems and the key problems have been identified. The key problems were then turned into Strategic and Specific Objectives, and scheduled activities were identified for the achievement of each Specific Objective.
- 3. Identification of risks, definition of indicators and targets** - During this phase, potential risks that may occur during the implementation phase of the strategic plan were identified and measures to minimize them were put in place. Then, the indicators and targets that will confirm the achievement of the Strategic and Specific Objectives and the time of their achievement were determined.
- 4. Allocation of monitoring and reporting structures** - During this phase, the structures responsible for the implementation of the strategic plan, monitoring, and reporting were allocated. The frequency of reporting, and the eventual review of the strategic plan, was also determined in order to ensure that the overall implementation of the strategic plan does not deviate from the established orientations, resources, and deadlines.

PROBLEM ANALYSIS

The tradition of higher education in the city of Ferizaj began in 1976 when the Kosovo Parliament founded the Higher Education Center (HEC) in Ferizaj, which was closed in 1988 and the Higher Technical School (HTS) was founded.

After 1999, when Kosovo institutions began to take developmental steps in the field of higher education, in the 2002/2003 academic year, new curricula were adopted according to the Bologna Declaration for undergraduate studies. In this context, in Ferizaj, two undergraduate profiles were implemented according to the Bologna system: (1) Artificial Material Processing Techniques and (2) Wood Processing.

Meanwhile, in 2005, the Governing Council of the University of Prishtina transformed HTS into the Faculty of Applied Science and Technology (FAST) and later into the Faculty of Applied Sciences (FAS), allowing the faculty to develop programs beyond the technical ones. As the University of Applied Sciences, it has been operating since July 16, 2016, when the decision of the Ministry of Education, Science and Technology for the establishment of the university was ratified in the Parliament of the Republic of Kosovo.

Since the inception of this institution, the idea was to initially profile it according to the specificities of the region where it operates, expanding in accordance with the labor market demands in Kosovo as well as internationally. The 2018-2020 Strategic Plan, although ambitious, aimed to profile UASF according to the best practices of the EU's dual learning, theory and practice.

Based on the analysis of various documents and discussions, five main areas have been identified, on which this 2022-2026 Strategic Plan will work, so that after the implementation is completed, UASF will be at higher stages of development. The identified areas of interest are: difficulties in the learning process, limited capacities in science and innovation, an insufficiently developed level of community engagement, limited institutional capacities, and the need to raise the overall quality in UShAF.

Regarding the difficulties in the **learning process**, UASF, being a new higher education institution, still has deficiencies in capturing current developmental trends and labor market needs starting from the general legal, institutional, programmatic, methodological regulations, the overall infrastructure (including IT), to the practical learning that leaves much to be desired. All of these elements, in addition to not meeting the needs of the market, may also discourage interest in the profiles currently offered.

Other difficulties also relate to the **limited capacity for scientific research, innovation**, starting from the limited academic capacity in this area, then the lack of software systems, the limited budget for research and innovation, and the insufficient involvement in local and international projects and networks that would contribute to raise the University to a higher level in this regard.

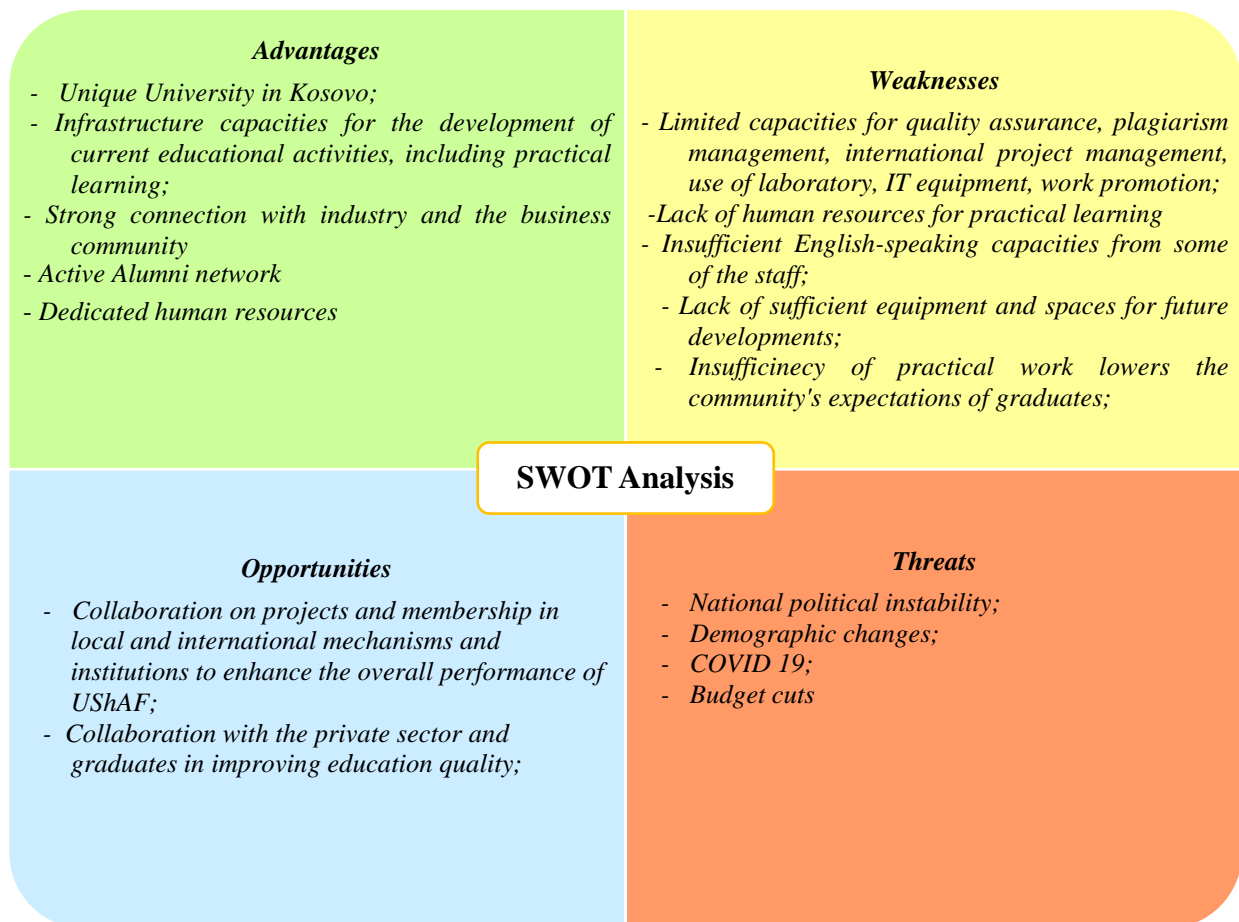
Another difficulty has to do with **the university's collaboration with the community**. In other words, there are still no clear plans and projections to respond to the environment, characteristics, and socio-economic needs of the region. Until now, the connection and

collaboration with the surrounding community has not been one of the strong points, which would sufficiently attract, for example, the industry community, to utilize the potential of the university for the economic growth and social well-being of the region.

UASF, being a new higher education institution, has not yet achieved sufficient administrative and professional **institutional capacities**. Therefore, both efficiency and overall effectiveness are to be addressed starting from trainings in and out the country (through various projects), then digitalization of services, e-learning, to capacities for commercial activities.

Another difficulty facing UASF is the **overall quality**, which is not at the best possible level. As such, it is one of the points that the Kosovo Accreditation Agency continually seeks to improve.

All of these elements, which will be addressed through strategic and specific objectives, are also mentioned in the following SWOT analysis.



VISION, MISSION AND VALUES

Vision

A national model of a modern, innovative, and integrated education university, where practice complements theory and professional and research skills are developed for the benefit of society.

Mission

We are committed to providing quality education that prepares qualified professionals, dedicated researchers, and educated and responsible citizens to pursue a professional career and lead a productive life.

Values

- **Learning:** The university values education that is employment-oriented, balances theory and practice, focuses on active and critical thinking, and encourages lifelong responsibility and desire for learning.
- **Ethics:** The university treats the dignity of each of its members with respect, honesty, equality, and integrity, supporting academic freedom.
- **Collaboration:** Building partnerships with students, alumni, businesses and industry, local and international government institutions, the Accreditation Agency, and the community which the university serves.
- **Excellence:** We strive to be perfect and excellent in education, scientific creativity, and innovation.
- **Diversity:** We embrace different ideas, beliefs, cultures, and ethnicities.

STRATEGIC OBJECTIVES

Strategic Objective 1: Advancement of the learning process

In order to advance the overall learning process at UASF so that it is in line with development trends, these Specific Objectives have been planned:

<i>1.1. Advancement and adaptation of curricula to development trends;</i>	<i>1.2. Continuous improvement of the student-centered teaching methodology;</i>	<i>1.3. Further development of practical learning;</i>	<i>1.4. Advancement of the e-learning system</i>
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All of these specific objectives will contribute to the achievement of the aforementioned strategic objective. To achieve these five specific objectives, UASF will undertake all necessary actions to adapt the curricula to the dynamics of development, trends and market needs, always putting the student at the center of all developments, increasing the quality of the curricula, taking into account the best practices of EU countries, providing the necessary practical learning, advancing the e-learning system to provide students with electronic access to appropriate literature and trends.

The measurement of the achievement of the specific objectives of this aspect is done through the following indicators and targets:

Strategic Objective 1: Advancement of the learning process					
Specific Objective 1.1. <i>Advancement and adaptation of curricula to development trends</i>					
Indicators	Targets				
	2022	2023	2024	2025	2026
Increased student interest in programs that implement updated curricula that are aligned with development trends	10%	10%	10%	10%	10%
Satisfaction of employers with the level of skills acquired by graduates.	75%	75%	75%	75%	75%
Employment rate of graduates in the labor market	80%	80%	80%	80%	80%

Specific objective 1.2. <i>Continuous improvement of student-centered teaching methodology;</i>					
Indicators	Targets				
	2022	2023	2024	2025	2026
Number of trainings on teaching methodology	1	1	1	1	1
Percentage of the number of subjects in the program that apply the student-centered system	20%	30%	40%	50%	70%
Increase in student pass rate in exams in subjects in which the student-centered methodology is applied	10%	10%	20%	20%	30%
Increase in student success (grade point average) in subjects in which the student-centered methodology is applied	10%	10%	20%	20%	30%
Increased student satisfaction with the subjects in which the student-centered methodology is applied	5%	5%	10%	10%	15%

Specific objective 1.3. <i>Further development of practical learning;</i>					
Indicators	Targets				
	2022	2023	2024	2025	2026
Percentage of practical learning in programs	20%	25%	30%	35%	40%
Student satisfaction with practical learning in programs	20%	30%	40%	50%	70%
Employer satisfaction with the practical skills of graduates	60%	65%	70%	75%	80%
Alumni satisfaction with practical skills acquired during studies	60%	65%	70%	75%	80%

Specific Objective 1.4. Advancement of the e-learning system					
Indicators	Targets				
	2022	2023	2024	2025	2026
Number of trainings on the application of the e-Learning system for staff and students	3	4	4	5	5
Percentage of students who use the e-Learning platform	50%	60%	70%	80%	90%
Student satisfaction with the use of the e-Learning system	70%	75%	80%	85%	90%
Percentage of video classes in the program	10%	15%	20%	25%	30%

Strategic Objective 2: Capacity building in science and innovation

To address the issue of capacity building in science and innovation, these Specific Objectives are planned:

<i>2.1. Improvement of infrastructure for scientific and innovative work;</i>	<i>2.2. Improvement of scientific and applied research quality;</i>	<i>2.3. Domestic and international cooperation for scientific projects;</i>
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To achieve the aforementioned strategic objective, UASF will continue to improve the overall infrastructure for scientific and innovative work, be that in physical or digital form. To increase the quality of scientific research work, UASF will pay special attention to the cooperation with local and international partners on various projects.

This cooperation will contribute to the increase in research and scientific capacity and to the improvement of the quality of scientific work, which will then serve institutions for various projects and the business community that will benefit from UASF's innovative projects.

The measurement of the achievement of the specific objectives of this aspect is done through the following indicators and targets:

Strategic Objective 2. Capacity building in science and innovation					
Specific Objective 2.1. <i>Improvement of infrastructure for scientific and innovative work</i>					
Indicators	Targets				
	2022	2023	2024	2025	2026
Increase funding for scientific and innovative research	10%	10%	10%	10%	10%
Staff satisfaction with the infrastructure for scientific and innovative work	65%	70%	75%	75%	80%
Student satisfaction with the infrastructure for scientific and innovative work	65%	70%	75%	75%	80%
Number of electronic resources that the institution has access to	6	6	7	9	10
Establishment of a testing center	-	-	1		
Types of testing in the testing center	-	-	3	5	7

Specific Objective 2.2. <i>Improvement of scientific and applied research quality</i>					
Indicators	Targets				
	2022	2023	2024	2025	2026
Continuous staff training for the advancement of scientific and applied work	1	1	2	2	2
Number of scientific and applied research projects carried out through the collaboration of academic staff with students	5	5	7	8	10
Number of papers published in indexed journals in Web of Sciences and Scopus	20	25	30	30	40
Number of staff members participating in various international conferences	5	7	10	10	15
Organization of international conferences	-	1	1	1	1

Specific Objective 2.3. Domestic and international cooperation for scientific projects					
Indicators	Targets				
	2022	2023	2024	2025	2026
Number of new international projects in collaboration with local/international universities for capacity building (KA2) of the Erasmus+ program	1	2	2	3	3
Number of student mobility at international universities	3	3	4	4	5
Number of staff mobility at international universities	4	4	5	5	6
Membership in international university associations		1		1	1
Signing of agreements with international academic institutions	1	1	1	2	2
Number of domestic and international guest lecturers at the university	5	7	8	10	10
Networking of laboratories in the field of research			1	1	1

Strategic Objective 3: Strengthening of strategic level collaboration with the community

To achieve this strategic objective, the following specific objectives are planned:

<i>3.1. Advancement of collaboration with the industry;</i>	<i>3.2. Strengthen collaboration with and in the community;</i>	<i>3.3. Strengthen alumni network;</i>
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Since UASF is the first higher education institution of its kind in Kosovo, where practice complements theory, and since Kosovo's economy lacks dual universities (academic studies combined with practical work), UASF, through the three aforementioned specific objectives, will pay special attention to this study system to further emphasize the distinction.

Creating an appropriate regulatory framework, based on the experiences of EU countries, for the cooperation with the industry, the community, and establishment of an alumni network will make UASF attractive to all interested in studying there, as well as make it a reference point for the industry and the community in the Ferizaj region and beyond.

The measurement of the achievement of the specific objectives of this aspect is done through the following indicators and targets:

Objective 3. Strengthening of strategic level collaboration with the community					
Specific Objective 3.1. <i>Advancement of collaboration with the industry</i>					
Indicators	Targets				
	2022	2023	2024	2025	2026
Number of new agreements signed with local businesses	5	5	5	6	6
Number of strategic partnerships	5	5	4	3	3
Number of joint activities with the Industrial Board (advancement of programs, job fairs, exhibitions, etc.)	2	2	3	3	4
Number of professional services/trainings offered to businesses	2	2	3	3	4
Establishment of the Knowledge Transfer Center		1			
Establishment of a center for continual professional education			1		

Specific objective 3.2. <i>Strengthen collaboration with and in the community</i>					
Indicators	Targets				
	2022	2023	2024	2025	2026
Establishment of a three-party coordinating body University-Municipality-Community (businesses, NGOs, associations, and other institutions, etc.) (UKK) for planning and organizing activities in and for the community		1			
Number of UKK activities		3	4	4	5
Number of academic staff/student commitments in activities in service to the community	2	2	3	3	4
Exchange of experiences with the diaspora, experts, and personalities	1	2	2	3	3

Specific Objective 3.3. Strengthen alumni network;					
Indicators	Targets				
	2022	2023	2024	2025	2026
Number of regular meetings with Alumni	1		1		1
Number of University-Industry-Alumni activities	3	5	5	5	5

Strategic Objective 4: Institutional capacity building

To achieve this strategic objective, the following specific objectives are planned:

<i>4.1. Capacity building of administrative and professional staff;</i>	<i>4.2. Advancement of student services;</i>	<i>4.3. Development of infrastructure for commercial activities;</i>
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One of the main focuses of UASF, mainly due to the fact that it is a new institution, will be the capacity building of administrative and professional staff in order to improve student services according to the best practices of EU countries and to develop the necessary expertise for commercial activities. In this context, UASF will also use various external donation projects not only to increase administrative and professional capacities, but also to make them more sustainable.

The measurement of the achievement of the specific objectives of this aspect is done through the following indicators and targets:

Strategic Objective 4. Institutional capacity building					
Specific objective 4.1. Capacity building of administrative and professional staff;					
Indicators	Targets				
	2022	2023	2024	2025	2026
Increasing the number of administrative staff members		5	5	4	4
Recruitment of professional staff (lab technicians)		4	4	5	5
Increasing the number academic staff members		4	5	5	5
Organizing training for work in the laboratory staff	2	2		3	3

Specific objective 4.2. Advancement of student services;					
Indicators	Targets				
	2022	2023	2024	2025	2026
Level of student satisfaction with services at the university	90%	90%	95%	95%	95%
Student satisfaction with digital services	90%	90%	95%	95%	95%
Number of publications in the university library	20	30	30	40	40
Number of social spaces for students within the university	1	1		1	
Number of self-service opportunities for students		3	2	2	2

Specific objective 4.3. Development of infrastructure for commercial activities;					
Indicators	Targets				
	2022	2023	2024	2025	2026
Number of commercial services offered by the university		1	3	5	5
Increase in self-generated income from commercial services		5%	7%	10%	10%
Number of academic staff members engaged in commercial activities		3	6	8	10
Number of patents registered by the university			1	1	2

Strategic Objective 5: Continuous quality improvement

To achieve this strategic objective, the following specific objectives are planned:

<i>5.1. Advancement of quality and continuous adaptation of quality assurance mechanisms;</i>	<i>5.2. Adoption of digital methods for quality assessment at all levels of the university;</i>	<i>5.3. Identification of each member of the University with quality (quality culture);</i>
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Quality improvement is a continuous goal of UASF. Therefore, during this period covered by the Strategic Plan, UASF will work on the advancement of all mechanisms for quality

improvement, starting from the regulatory ones, infrastructure (including IT), personnel, to gradually create a culture of quality that is as close as possible to international practices and socio-economic characteristics of the Ferizaj region.

The measurement of the achievement of the specific objectives of this aspect is done through the following indicators and targets:

Strategic Objective 5. Continuous quality improvement					
Specific objective 5.1. <i>Advancement of quality and continuous adaptation of quality assurance mechanisms;</i>					
Indicators	Targets				
	2022	2023	2024	2025	2026
Level of conformity of programs with internationally assessed quality assurance standards	80%	85%	90%	95%	95%
Level of conformity of university standards with internationally assessed quality assurance standards		90%			95%
Review and advancement of quality assurance mechanisms	1	1	1	1	1
Readiness of external actors (in percentage) to participate in quality assurance processes at the university (industry, alumni, etc.)	60%	60%	70%	70%	70%

Specific objective 5.2. <i>Adoption of digital methods for quality assessment at all levels of the university;</i>					
Indicators	Targets				
	2022	2023	2024	2025	2026
Organization of training for academic staff on digital quality assessment	1		1		
Level of use of digital assessment by academic staff	60%	60%	70%	80%	80%
Student satisfaction with the quality of the digital assessment process	80%	80%	80%	90%	90%

Specific objective 5.3. Identification of each member of the University with quality (quality culture);					
Indicators	Targets				
	2022	2023	2024	2025	2026
Number of quality assurance workshops organized at the university	2	1	2	1	2
Readiness of staff and students to be part of quality at the university	80%	80%	80%	90%	90%
Student and industry satisfaction with the quality of services at the university	85%	85%	90%	90%	95%

RISKS AND MEASURES TO MINIMIZE THEM

As with any strategic document, the identification of potential risks is an integral part of the strategic planning cycle. Therefore, after analyzing the current situation and future developments, several risks have been identified through thorough discussions within and outside the university, which potentially may occur during the implementation of this strategic plan. These are: political stability of the country, demographic changes, the COVID 19 pandemic and budget cuts.

Political stability of the country - Given the political situation in Kosovo, specifically the unresolved issue with Serbia, there is a possibility that the focus of the political spectrum will be more on the dialogue with Serbia than on domestic issues, such as Higher Education. The governing structures of UASF will be very vigilant in this regard, to minimize if not completely avoid any misalignment from above. This is because UASF has a solid primary and secondary legal basis, and in accordance with this it will orient all necessary planning and will be focused on implementing all plans and achieving institutional goals.

Demographic changes - Migration from poverty and developing countries to rich countries is one of the greatest global challenges for countries affected by this phenomenon. Kosovo, like the entire Balkan region, is facing this phenomenon, which potentially could contribute to the overall decline of productivity in the country. However, being the first higher education institution for applied sciences in Kosovo, UASF will take all necessary measures to adapt curricula to the needs of the labor market, increase the quality of education, promote the work of the University by strengthening partnerships with the business community in order to increase the number of applications for registration at this University. This strategic plan has corresponding projections for this phenomenon.

COVID 19 pandemic – Since the rest of the world has been hit by the COVID 19 pandemic, Kosovo has not been able to remain immune. As the number of vaccinations in Kosovo is increasing and the infection numbers are decreasing, the prospects for improving the overall situation among students also look promising. However, UASF will take all necessary measures to strictly implement anti Covid-19 protocols, as well as being committed to adapting to any potential worsening of the situation by transitioning from in-person to online learning. All of this will contribute to UASF meeting all projections set out in this Strategic Plan.

Budget cuts - Since the Covid-19 pandemic has hit all global economies, Kosovo has not been able to remain completely immune in this regard. Although there is currently no indication of possible budget cuts, a potential worsening of the Covid-19 situation could activate budget cuts. In cases where budget spending is not possible, the chances of budget cuts may be greater. However, UASF will do its best to ensure that budget projections are implemented according to operational plans and in accordance with the objectives of this strategic plan, in order to minimize the impact of potential budget cuts on the achievement of institutional goals.

Regardless, during the process of monitoring the implementation of the strategic plan, the responsible structures for its implementation and supervision will make the necessary assessments of the probability of these risks, will identify new risks and will make decisions on the orientation and implementation of the strategic plan according to the scheduled deadlines, budget and resources.

MONITORING AND REPORTING

The Strategic Plan 2022-2026 includes the Activities Plan covering the period 2022-2026. The Activities Plan is organized according to activities, deadlines, budget, implementers and expected outputs. This activities plan is integrated into all the work plans of USHAF.

Responsible for monitoring the implementation of the strategic plan will be a UASF Working Group, which in collaboration with all the responsible parties for implementing the activities (presented in the activities plan) will produce data and compile it in a consolidated report.

Additionally, within the Working Group, a secretary will be appointed to coordinate the work and prepare reports for the Monitoring Working Group for the implementation of the strategic plan. Reporting on the implementation of the strategic plan will be done on a regular annual basis, the mid-term implementation period report, which will be made after the third year of implementation, and the overall report on the assessment of the implementation of the Implementation Plan of the Strategic Plan, which will be made at the end of the year or even after the last year of its implementation.

Reports will include progress achieved, potential slacking and difficulties during the reporting period, including the reasons for slacking if any, and clear recommendations on who should do what to ensure adequate implementation of the Strategic Plan.

The annual report will include the implementation of the Strategic Plan, describing the level of achievement of specific objectives according to the indicators and targets defined in the plan. The first annual report will not include comparative data, while the second and third annual

reports should include comparative data between reporting periods, to understand what has been achieved, where there have been delays, and how implementation dynamics have been in line with deadlines, budget, and resources. Annual reports will be prepared within the first quarter of the following year. Annual reports should also assess the probability of potential risks and challenges that may arise during the implementation phase of the Strategic Plan. All of this data will help to review the Strategic Plan if necessary, in order to achieve all the planned objectives.

The University of Applied Sciences (UASF) will conduct two evaluations of the implementation of the Strategic Plan:

- 1) an evaluation as part of the mid-term review of the action plan after the three-year period (tentatively at the end of 2024) with the aim of continuing the implementation plan, as well as an assessment of its efficiency and improvement in the implementation process, and
- 2) the final evaluation which will be conducted at the end of 2026 to assess whether the Strategic Plan has achieved the set objectives, which will then be used as a guiding basis for the next strategic plan.

ACTIVITIES

Strategic Objective 1: Advancement of the learning process	Period					Parties responsible for implementation	Expected outputs
	Year 2022	Year 2023	Year 2024	Year 2025	Year 2026		
Specific Objective 1.1. Advancement and adaptation of curricula to development trends							
Activities							
1.1.1. Establishing a working group for curriculum development with representation of all actors	X	X	X	X	X	Vice-rector for International Cooperation and Quality Assurance	Work group
1.1.2. Researching and identifying needs based on developmental trends	X		X	X	X	Program Committee	Assessment analysis
1.1.3. Comparing programs with other local and international universities;	X		X	X	X	Program Committee	Comparative analysis
1.1.4. Accreditation of programs at AKA	X		X	X	X	Vice-rector for International Cooperation and Quality Assurance	Curriculums
Specific objective 1.2. Continuous improvement of student-centered teaching methodology;							
Activities							
1.1.5. Establishing the Center of Excellence.	X					Vice-rector for Learning, Science and Student Issues	Center of Excellence
1.1.6. Creating mechanisms for advancing teaching methodology		X				Vice-rector for Learning, Science and Student Issues	Manual for performance assessment
1.1.7. Continuous training on teaching methodology (student-centered)	X		X		X	Vice-rector for Learning, Science and Student Issues	Professor training
Specific objective 1.3. Further development of practical learning;							
Activities							

1.1.8.	Analysis of the needs for the development of practical learning	X		X		X	Vice-rector for Cooperation with the Industry, Practical Work and Commercial Activities	Assessment analysis
1.1.9.	Review and completion of the legal framework for practical learning		X				Vice-rector for Cooperation with the Industry, Practical Work and Commercial Activities	Legal documents
1.1.10.	Reinforcement of the Career Office	X					Vice-rector for Cooperation with the Industry, Practical Work and Commercial Activities	Career office
1.1.11.	Regulation of practical learning through guides	X	X				Vice-rector for Cooperation with the Industry, Practical Work and Commercial Activities	Practical work manuals
1.1.12.	Achieving agreements with strategic partners in the implementation of practical learning	X	X	X	X	X	Vice-rector for Cooperation with the Industry, Practical Work and Commercial Activities	Signed agreements
1.1.13.	Equipping laboratories according to the needs for the implementation of practical learning	X		X		X	Vice-rector for Cooperation with the Industry, Practical Work and Commercial Activities	Laboratories
Specific Objective 1.4. Advancement of the e-learning system								
Activities							Parties responsible for implementation	Expected outputs
1.1.14.	Analysis of the platforms, unification and interconnection of them	X	X				Vice-rector for Innovation, Technology and Digitalization	Unified platform
1.1.15.	Building the legal infrastructure for the application of IT in UASF	X	X				Vice-rector for Innovation, Technology and Digitalization	Legal documents
1.1.16.	Drafting guides for using the IT system	X	X				Vice-rector for Innovation, Technology and Digitalization	Guides
1.1.17.	Providing advanced Office 365 software for academic and administrative staff	X	X	X	X	X	Vice-rector for Innovation, Technology and Digitalization	Licensed softwares
1.1.18.	Enhancing IT infrastructure	X		X		X	Vice-rector for Innovation, Technology and Digitalization	IT laboratories

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1.1.19. Development of audio/video courses	X	X	X	X	X	Vice-rector for Innovation, Technology and Digitalization	Video-classes
1.1.20. Training of staff on the use of IT systems	X	X	X	X	X	Vice-rector for Innovation, Technology and Digitalization	Staff training
Strategic Objective 2. Capacity building in science and innovation							
Specific Objective 2.1. Improvement of infrastructure for scientific and innovative work							
Activities	Year 2022	Year 2023	Year 2024	Year 2025	Year 2026	Parties responsible for implementation	Expected outputs
1.1.21. Functionalization of the current laboratory infrastructure and provision of equipment according to needs	X	X	X	X	X	Vice-rector for Cooperation with the Industry, Practical Work and Commercial Activities / Vice-rector for Learning, Science and Student Issues	Innovative products
1.1.22. Acquiring software licenses	X	X				Vice-rector for Innovation, Technology and Digitalization	Credible results
1.1.23. Providing access to credible research and scientific literature resources		X	X	X	X	Vice-rector for Innovation, Technology and Digitalization	Credible scientific papers
Specific Objective 2.2. Improvement of scientific and applied research quality							
Activities	Year 2022	Year 2023	Year 2024	Year 2025	Year 2026		
1.1.24. Acquiring an anti-plagiarism system		X	X	X	X	Vice-rector for Learning, Science and Student Issues	Research ethics
1.1.25. Continuous training of staff on research	X	X	X	X	X	Vice-rector for Learning, Science and Student Issues	Staff training
1.1.26. Reviewing the bachelor's and master's thesis guidelines	X	X				Vice-rector for Learning, Science and Student Issues	Theses manual
1.1.27. Continuous support for scientific and applied research projects	X	X	X	X	X	Vice-rector for Learning, Science and Student Issues	Published papers
Specific Objective 2.3. Domestic and international cooperation for scientific projects							

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Activities	Year 2022	Year 2023	Year 2024	Year 2025	Year 2026		
1.1.28. Development of scientific research projects in collaboration with local industry and international partners	X	X	X	X	X	Vice-rector for Cooperation with the Industry, Practical Work and Commercial Activities / Vice-rector for Learning, Science and Student Issues	Research projects
1.1.29. Organization of conferences, symposia, seminars, roundtables, forums, at the national and international level	X	X	X	X	X	Vice-rector for Learning, Science and Student Issues	Conference
1.1.30. Participation in conferences, symposia, seminars, roundtables, forums, at the national and international level	X	X	X	X	X	Vice-rector for Learning, Science and Student Issues	Conference
Objective 3. Strengthening of strategic level collaboration with the community							
Specific Objective 3.1. Advancement of collaboration with the industry	Term						
						Parties responsible for implementation	Expected outputs
Activities	Year 2022	Year 2023	Year 2024	Year 2025	Year 2026		
1.1.31. Identifying strategic partners from the industry	X	X	X	X	X	Vice-rector for Cooperation with the Industry, Practical Work and Commercial Activities	Strategic agreement
1.1.32. Creating regulations for the involvement of industry partners (internship, research, master's thesis)	X	X				Vice-rector for Cooperation with the Industry, Practical Work and Commercial Activities /Secretary	Documents
1.1.33. Providing professional trainings for the industry staff	X	X	X	X	X	Vice-rector for Cooperation with the Industry, Practical Work and Commercial Activities	Trainings
1.1.34. Establishing a knowledge transfer center		X				Vice-rector for Cooperation with the Industry, Practical Work and Commercial Activities	Center (KTC)
Specific objective 3.2. Strengthen collaboration with and in the community							
						Parties responsible for implementation	
Activities	Year 2022	Year 2023	Year 2024	Year 2025	Year 2026		

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1.1.35. UASF's collaboration with various actors from the community (municipalities, schools, NGOs, etc.)	X	X	X	X	X	Vice-rector for Cooperation with the Industry, Practical Work and Commercial Activities / Vice-rector for Learning, Science and Student Issues	Services for the community
1.1.36. Organization of social and environmental activities	X	X	X	X	X	Vice-rector for Cooperation with the Industry, Practical Work and Commercial Activities / Vice-rector for Learning, Science and Student Issues	Activity
1.1.37. Organization of roundtables to promote social responsibility	X	X	X	X	X	Vice-rector for Cooperation with the Industry, Practical Work and Commercial Activities / Vice-rector for Learning, Science and Student Issues	Roundable
1.1.38. Involvement of experts from our diaspora in the exchange of professional experiences	X	X	X	X	X	Vice-rector for Cooperation with the Industry, Practical Work and Commercial Activities / Vice-rector for Learning, Science and Student Issues	New experiences
1.1.39. Involvement of experts and personalities in the exchange of experiences and practices	X	X	X	X	X	Vice-rector for Cooperation with the Industry, Practical Work and Commercial Activities / Vice-rector for Learning, Science and Student Issues	New experiences
Specific Objective 3.3. Strengthen alumni network;							
Activities	Year 2022	Year 2023	Year 2024	Year 2025	Year 2026		
1.1.40. Activation of the alumni web portal	X					Vice-rector for Innovation, Technology and Digitalization	Portal
1.1.41. Engaging alumni in student career development	X	X	X	X	X	Vice-rector for Cooperation with the Industry, Practical Work and Commercial Activities / Vice-rector for Learning, Science and Student Issues	Organized meetings
1.1.42. Contribution of alumni in the review of curricula and strategic objectives	X	X	X	X	X	Vice-rector for Cooperation with the Industry, Practical Work and Commercial Activities / Vice-rector for Learning, Science and Student Issues	Alumni participation in activities

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1.1.43. Organization of meetings for the maintenance of mutual cooperation	X		X		X	Vice-rector for Cooperation with the Industry, Practical Work and Commercial Activities / Vice-rector for Learning, Science and Student Issues	Organized meetings
Strategic Objective 4. Institutional capacity building							
Specific objective 4.1. Capacity building of administrative and professional staff;							
Activities	Year 2022	Year 2023	Year 2024	Year 2025	Year 2026		
1.1.44. Organization of trainings for administrative, academic, and professional staff	X	X		X	X	Vice-rector for Cooperation with the Industry, Practical Work and Commercial Activities / Vice-rector for Learning, Science and Student Issues /Secretary	Trainings
1.1.45. Recruitment of academic staff according to the approved organizational chart		X	X	X	X	SC/Management	Academic staff
1.1.46. Recruitment of administrative staff according to the approved organizational chart		X	X	X	X	SC/ Management	Administrative staff
1.1.47. Recruitment of professional staff according to the approved organizational chart		X	X	X	X	SC/ Management	Professional staff
Specific objective 4.2. Advancement of student services;							
Activities							
	Term					Parties responsible for implementation	Expected outputs
	Year 2022	Year 2023	Year 2024	Year 2025	Year 2026		
1.1.48. Interoperability of UMS with the civil registry		X				Vice-rector for Innovation, Technology and Digitalization	System intercommunication
1.1.49. Advancement of the procedure for student payments	X	X				Vice-rector for Innovation, Technology and Digitalization	System intercommunication

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1.1.50. Development of self-service mechanisms for student services			X			Vice-rector for Innovation, Technology and Digitalization	Self-service
1.1.51. Development of a log-in system for students on the university network		X				Vice-rector for Innovation, Technology and Digitalization	Computer network
1.1.52. Providing students with access to platforms such as EBSCO and others	X	X	X	X	X	Vice-rector for Innovation, Technology and Digitalization	Access to EBSCO
1.1.53. Enabling students to print learning materials		X				Vice-rector for Innovation, Technology and Digitalization	Self-service printers
1.1.54. Provide students with access to online libraries	X	X	X	X	X	Vice-rector for Innovation, Technology and Digitalization	Access to online libraries
Specific objective 4.3. Development of infrastructure for commercial activities;							
Activities							
	Year 2022	Year 2023	Year 2024	Year 2025	Year 2026		
1.1.55. Creation of the legal framework for commercial activities, including maintenance of equipment	X	X				Vice-rector for Cooperation with the Industry, Practical Work and Commercial Activities	Documents
1.1.56. Registration of the testing center			X			Vice-rector for Cooperation with the Industry, Practical Work and Commercial Activities	Testing center
1.1.57. Registration of patents			X			Vice-rector for Cooperation with the Industry, Practical Work and Commercial Activities	Patents
1.1.58. Provision of commercial services		X	X	X	X	Vice-rector for Cooperation with the Industry, Practical Work and Commercial Activities	Commercial services
Strategic Objective 5. Continuous quality improvement							
Specific objective 5.1. Advancement of quality and continuous adaptation of quality assurance mechanisms;							
Activities							
	Year 2022	Year 2023	Year 2024	Year 2025	Year 2026		
1.1.59. Reviewing the quality assurance regulations and manual	X		X		X	Vice-rector for International Cooperation and Quality Assurance	Regulation/manual

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1.1.60. Reviewing questionnaires	X	X	X	X	X	Quality Assurance Committee	Questionnaire
1.1.61. Organizing workshops with staff on quality standards in Kosovo		X		X		Vice-rector for International Cooperation and Quality Assurance	Workshops
1.1.62. Conducting evaluations with university actors	X	X	X	X	X	Vice-rector for International Cooperation and Quality Assurance	Assessment reports
1.1.63. Participation of quality assurance staff in international quality assurance conferences	X	X	X	X	X	Vice-rector for International Cooperation and Quality Assurance	Participation in conferences
<i>Specific objective 5.2. Adoption of digital methods for quality assessment at all levels of the university;</i>							
Activities	Year 2022	Year 2023	Year 2024	Year 2025	Year 2026		
1.1.64. Adaptation of the (UMS) system to the quality assessment requirements of the University	X		X		X	Vice-rector for International Cooperation and Quality Assurance / Vice-rector for Innovation, Technology and Digitalization	Digital system of evaluation
1.1.65. Training of academic staff on the use of the quality assurance module	X		X		X	Vice-rector for International Cooperation and Quality Assurance / Vice-rector for Innovation, Technology and Digitalization	Trainings
1.1.66. Student assessment of the suitability of digital quality assessment		X		X		Vice-rector for International Cooperation and Quality Assurance / Vice-rector for Innovation, Technology and Digitalization	Assessment report
<i>Specific objective 5.3. Identification of each member of the University with quality (quality culture);</i>							
Activities							
1.1.67. Assessment of the quality level at the university	X					Vice-rector for International Cooperation and Quality Assurance	Assessment report
1.1.68. Organization of workshops and retreats with staff and representatives of students and industry on the culture of quality	X		X		X	Vice-rector for International Cooperation and Quality Assurance	Workshops
1.1.69. Reviewing the Code of Ethics Regulations on the conduct of academic and non-academic staff members, students, and other staff members		X		X	X	Secretary	Regulation/ Code of Ethics

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1.1.70. Establishing opportunities for information and complaints (weblink for anonymous comments, complaint boxes) at the university	X	X				Secretary	Report
1.1.71. Assessment of the quality level at the university by students and industry			X		X	Vice-rector for International Cooperation and Quality Assurance	Report

BUXHETI

Objectives	2,022	2,023	2,024	2,025	2,026
Strategic Objective 1: Advancement of the learning process	36,500	15,500	24,300	91,000	97,400
<i>1.1. Advancement and adaptation of curricula to developmental trends;</i>	<i>24,000</i>	<i>2,000</i>	<i>8,000</i>	<i>15,000</i>	<i>15,000</i>
<i>1.2. Continuous improvement of student-centered teaching methodology;</i>	<i>4,000</i>	<i>5,000</i>	<i>5,500</i>	<i>70,000</i>	<i>70,000</i>
<i>1.3. Further development of practical learning;</i>	<i>1,500</i>	<i>1,500</i>	<i>1,800</i>	<i>2,000</i>	<i>2,400</i>
<i>1.4. Advancement of the e-learning system;</i>	<i>7,000</i>	<i>7,000</i>	<i>9,000</i>	<i>4,000</i>	<i>10,000</i>
Strategic Objective 2: Capacity building in science and innovation	596,000	551,000	556,000	809,000	1,065,000
<i>2.1. Improvement of infrastructure for scientific and innovative work;</i>	<i>550,000</i>	<i>500,000</i>	<i>500,000</i>	<i>750,000</i>	<i>1,000,000</i>
<i>2.2. Improvement of the quality of scientific and applied research;</i>	<i>36,000</i>	<i>38,000</i>	<i>41,000</i>	<i>42,000</i>	<i>45,000</i>
<i>2.3. Domestic and international cooperation for scientific projects;</i>	<i>10,000</i>	<i>13,000</i>	<i>15,000</i>	<i>17,000</i>	<i>20,000</i>
Strategic Objective 3: Strengthening of strategic level collaboration with the community	12,500	26,500	10,000	10,500	12,000
<i>3.1. Advancement of collaboration with the industry;</i>	<i>5,000</i>	<i>20,000</i>	<i>2,500</i>	<i>3,000</i>	<i>3,000</i>
<i>3.2. Strengthen collaboration with and in the community;</i>	<i>4,000</i>	<i>5,000</i>	<i>5,000</i>	<i>6,000</i>	<i>6,500</i>
<i>3.3. Strengthen alumni network;</i>	<i>3,500</i>	<i>1,500</i>	<i>2,500</i>	<i>1,500</i>	<i>2,500</i>
Strategic Objective 4: Institutional capacity building	27,500	26,500	31,500	34,000	38,400
<i>4.1. Capacity building of administrative and professional staff;</i>	<i>4,000</i>	<i>4,500</i>	<i>1,500</i>	<i>5,000</i>	<i>6,000</i>
<i>4.2. Advancement of student services;</i>	<i>8,500</i>	<i>4,500</i>	<i>9,000</i>	<i>6,500</i>	<i>10,000</i>
<i>4.3. Development of infrastructure for commercial activities;</i>	<i>15,000</i>	<i>17,500</i>	<i>21,000</i>	<i>22,500</i>	<i>22,400</i>
Strategic Objective 5: Continuous quality improvement	13,000	4,000	16,500	5,000	20,000
<i>5.1. Advancement of quality and continuous adaptation of quality assurance mechanisms;</i>	<i>4,000</i>	<i>3,000</i>	<i>5,000</i>	<i>4,000</i>	<i>6,000</i>
<i>5.2. Adoption of digital methods for quality assessment at all levels of the university;</i>	<i>3,000</i>	<i>500</i>	<i>3,500</i>	<i>500</i>	<i>4,000</i>
<i>5.3. Identification of each member of the University with quality (quality culture);</i>	<i>6,000</i>	<i>500</i>	<i>8,000</i>	<i>500</i>	<i>10,000</i>
Total	685,500	623,500	638,300	949,500	1,232,800

LOGICAL FRAMEWORK MATRIX

(Kjo plotësohet nga HERAS pas definimit të treguesve)

Intervention Logic		Indicators	Verification sources	Risks
<p>Vision</p> <p>Model kombëtar i një universiteti modern, inovativ dhe i edukimit integruar, ku praktika plotëson teorinë dhe zhvillohen aftësi profesionale e hulumtuese për të mirën e shoqërisë</p> <p>Mission</p> <p>Jemi të përkushtuar të ofrojmë arsim cilësor, që të përgatisim profesionistë të kualifikuar, hulumtues të përkushtuar dhe qytetarë të edukuar e të përgjegjshëm për të zhvilluar një karrierë profesionale dhe për të udhëhequr një jetë produktive</p>				
<p>Strategic Objective 1: Advancement of the learning process</p> <p>Specific Objectives:</p> <p>1.1. Advancement and adaptation of curricula to developmental trends;</p> <p>1.2. Continuous improvement of student-centered teaching methodology;</p> <p>1.3. Further development of practical learning;</p> <p>1.4. Advancement of the e-learning system;</p>	<ul style="list-style-type: none"> • Increase in student interest in programs that implement updated and trend-based curricula • Employer satisfaction with the level of skills acquired by graduates • Employment rate of graduates in the labor market • Number of accredited programs • Number of training sessions organized on teaching methodology • Percentage of subjects in the program that apply the student-centered system • Increase in student pass rate in exams in subjects where the student-centered system is applied • Increase in student success (grade point average) in subjects where the student-centered system is applied • Percentage of practical learning in programs • Student satisfaction with practical learning in programs • Employer satisfaction with the practical skills of graduates • Alumni satisfaction with the practical skills acquired during their studies • Number of training sessions organized for the application of the e-Learning system for staff and students • Percentage of students who use the e-Learning platform 	<p>International reports, Reports on the implementation of the Strategic Plan, Self-evaluation reports; Annual MEST and UASF reports;</p>	<p>Political stability of the country, demographic changes, COVID-19 and budget cuts</p>	

	<ul style="list-style-type: none"> • Student satisfaction with the use of the e-Learning platform • Percentage of video classes in the program 		
<p>Strategic Objective 2: Capacity building in science and innovation</p> <p>Specific Objectives:</p> <p>2.1. Improvement of infrastructure for scientific and innovative work;</p> <p>2.2. Improvement of the quality of scientific and applied research;</p> <p>2.3. Domestic and international cooperation for scientific projects;</p>	<ul style="list-style-type: none"> • Increase funds for scientific research and innovation • Staff satisfaction with the infrastructure for scientific and innovative work • Student satisfaction with the infrastructure for scientific and innovative work • Number of digital resources that the institution has access to • Establishment of a testing center • Number of tests at the testing center • Continuous training of staff for the advancement of scientific and applied work • Number of scientific and applied research projects carried out through the collaboration of academic staff with students • Number of papers published in journals indexed in Web of Science and Scopus • Number of staff participating in various international conferences • Organization of international conferences • Number of new international projects in collaboration with local/international universities for capacity building (KA2) of the Erasmus+ program • Number of student mobility at international universities • Number of staff mobility at international universities • Membership in international university associations • Signing of agreements with international academic institutions • Number of guest local and international lecturers at the university • Networking of laboratories in the field of research 		
<p>Strategic Objective 3: Strengthening of strategic level collaboration with the community</p> <p>Specific Objectives:</p> <p>3.1. Advancement of collaboration with the industry;</p> <p>3.2. Strengthen collaboration with and in the community;</p> <p>3.3. Strengthen alumni network;</p>	<ul style="list-style-type: none"> • Increasing the number of new agreements signed with local businesses • Number of strategic partnerships • Number of joint activities with the Industrial Board (advancing programs, job fairs, exhibitions, etc.) • Number of professional services/trainings provided to businesses • Establishment of a knowledge transfer center • Establishment of a center for continuous professional education • Establishment of a tripartite coordinating body (University-Municipality-Community (businesses, NGOs, associations and other institutions etc.) (UKK) for planning and organizing activities in and for the community • Number of UKK activities • Number of academic staff/student commitments to community service activities 		

	<ul style="list-style-type: none"> • Exchange of experiences with the diaspora, experts and personalities • Number of regular meetings with Alumni • Number of activities (forums) University-Industry-Alumni 		
<p>Strategic Objective 4: Institutional capacity building</p> <p>Specific Objectives:</p> <p>4.1. Capacity building of administrative and professional staff;</p> <p>4.2. Advancement of student services;</p> <p>4.3. Development of infrastructure for commercial activities;</p>	<ul style="list-style-type: none"> • Increased number of administrative staff • Recruitment of professional staff (lab technicians) • Increase in academic staff • Training of staff for laboratory work • Student satisfaction with services at the university • Student satisfaction with digital services • Number of publications in the university library • Number of social spaces for students within the university • Number of self-service opportunities for students • Number of commercial services offered by the university • Increase in self-generated income from commercial services • Number of academic staff engaged in commercial activities • Number of patents registered by the university 		
<p>Strategic Objective 5: Continuous quality improvement</p> <p>Specific Objectives:</p> <p>5.1. Advancement of quality and continuous adaptation of quality assurance mechanisms;</p> <p>5.2. Adoption of digital methods for quality assessment at all levels of the university;</p> <p>5.3. Identification of each member of the University with quality (quality culture);</p>	<ul style="list-style-type: none"> • Level of conformity of programs with quality assurance standards evaluated by international experts. • Level of conformity of university standards with quality assurance standards evaluated by international experts. • Review and advancement of quality assurance mechanisms. • Readiness (in percentage) of external actors to participate in quality assurance processes at the university (industry, alumni, etc.) • Trainings for academic staff on digital quality assessment. • Level of use of digital assessment by academic staff. • Student satisfaction with the digital quality assessment process. • Number of quality assurance activities organized at the university. • Readiness of staff and students to be part of quality at the university. • Student and industry satisfaction with the level of service quality at the university 		