



UNIVERSITETI "KADRI ZEKA" UNIVERSITY

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**THE UKZ STRATEGY DEVELOPMENT
AND ACTION PLAN 2017-2022**

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THE RECOR'S WORD

Prof. Asoc. Bajram Kosumi, Rector

Four years after the establishment, when we already have the first graduates with a diploma of the Public University "Kadri Zeka" in Gjilan, the University has drafted the Strategy Development. This Strategy covers the five-year period 2017-2022 and is drafted in accordance with the National Development Strategy 2016-2021 of the Government of Kosovo, with the Strategic Education Plan for Kosovo 2017-2021 and with the Medium Term Expenditure Framework 2017-2019.

The essence of the Strategy can be summarized in three points:

- Complete finalization of the University development (three levels of study; five academic units; financial stability etc.);
- Creating the necessary legal and spatial infrastructure for the University;
- Increasing the quality of teaching and learning, as well as enhancing the quality of research.

For a new and consolidating university, clarifying the strategic priorities, clarifying the measures that have to be taken to achieve those priorities and detailing the action plan is one of the most important actions. It is the right way to orient the university towards its intended university profile and to transform it into one of the most important pillars of higher education in the Republic of Kosovo.

The Public University "Kadri Zeka" in Gjilan is established so it can serve the knowledge, education, and well-being of Kosovar society and all humankind.

This is our mission.

The University is the best opportunity for a society to educate its members and make them responsible for the shared social values: for the freedom, the principles of democracy, economic welfare, social peace and other humanist values who underlie a society of high values.

The future life of our society, knowledge, science, and education, the economy of the future, prosperity, democracy, and position in the international arena depend on the way processes at universities and other schools flow today.

The university will educate and teach today's students with future public responsibilities. It educates society for a life of peace and a life of well-being. The University prepares the leadership of our society in all areas. To accomplish this mission, the University must adapt to the latest developments innovations in science and in the national and international markets. The University is the best interconnection of Kosovo's knowledge and employment market with the International one. Our shared strategic goal is to train the experts and prospective workers who can compete successfully, not only at the national and regional market but also in the international market.

There are many difficulties on this road.

In a society that is in the process of stabilizing the state, the economy, the democracy, and all state and social pillars, in which Kosovo society is today. Drafting the development strategies, as much as it is necessary it is also difficult.

The first difficulty is the harmonization of the strategic priorities and measures to achieve those priorities with the other national strategies, such as: the National Development Strategy 2016-2021; the Education Strategic Plan in Kosovo 2017-2021 and especially the Medium Term Expenditure Framework 2017-2019. For UKZ this is even more difficult because being a new university in progress, there are always difficulties in establishing human and financial resources. So, the strategic interests of the Universities are victimized because of the other development stages in the other sectors of the Government and because of interests in other areas and institutions of the Government. So, for example, overemployment in the public administration in Kosovo or the scarcity of the Government's budget, it badly damaged especially the University "Kadri Zeka", which is a new university, that has an urgent need to have greater academic staff, greater number of administration staff or new study programs, and even more it needs finance.

The second difficulty is the practical implementation of what has been clarified and harmonized in this strategy. Even if there is a harmonization between strategic plans priorities of the UKZ and other national strategic documents, the UKZ at this phase of development financially is entirely dependent on the budget of the Government and these priorities are often victimized, for lack of funding or any other administrative decision (eg Minister's Letter of Credit Finance, dated 8.2.2017, that no one can be hired, regularly or part-time, on academic staff or in administration, cannot be opened without a permit of the Ministry of Finance for the availability of financial funds).

Another difficulty is society's understanding of the role of the university. Often our society does understand the university studies as an obligation, not as an obligation commitment to professionalism and scientific work. This way of understanding creates an oblique proportion: it significantly increases the expectation of students and reduces their commitments. This fact directly affects the quality of the studies.

Despite the difficulties, this Strategy will be of great help to UKZ on the road ahead. Students, society, family, management, the government, and all the other stakeholders rightly expect results from the university and for these results they all should contribute.

Good luck to all of us!

Gjilan

April 2017

DRAFTING PROCESS

Drafting the Development Strategy of "Kadri Zeka" University in Gjilan for the 2017-2022 period was initiated at the XI meeting of the UKZ Board of Directors on 30 September 2016.

To begin with, four issues were raised regarding the development of this plan:

- Who are we as an institution?
- Where do we want to go?
- How can we get there?
- How will we tell if we have succeeded?

The answers to these four questions determine the path to the objective of this plan: to advance UKZ as a single entity, which attracts most of the smarter academic staff and students who are motivated by a commitment to make transformative contributions to Kosovo, the region and beyond. All the UKZ development activities will be guided by this Development Strategy, which will also be an indicator of the performance of the management structures of UKZ on the basis of its annual monitoring and review.

The Board of Directors at its IX meeting, held on 10.06.2016, has decided on drafting the Development Strategy of Kadri Zeka University and has nominated a close Working Group of 3 members: Academic Fejzulla Krasniqi, leader, Prof. Asoc. Dr. Bajram Kosumi and Prof. Ass. Dr. Arben Dermaku to draft the concept and the agenda of the strategy. Also, the Board of Directors has nominated a working group consisting of all Board of Directors' members, rector, deans of academic units, students and administration.

The working group has completed in time the portfolio of all the relevant documentation for the drafting of the Development Strategy with a focus on MEST strategic documents for higher education, strategic documents of UKZ for quality assurance and research, as well as other relevant documents to European and American universities.

The preparation of the document has followed the dynamics approved by the Board of Directors that has included these stages: drafting of the document by the working groups; finalization of the document for discussion, discussion with academic units, students, donors, and partners, before being approved by the Board of Directors.

The close working group held working and consultative meetings on 18-20 November 2016, in which it defined the main pillars and has made an initial draft, which has been sent for contributions to academic units that operate within the UKZ. All the faculties have organized workshops in the period 10 December 2016 to 28 December 2016, with faculty councils and have submitted their priorities and development plans based on the Working Group framework.

The working groups together held one workshop on 24, 25 and 26 February 2017, which was characterized by debates, analysis and different perspectives, where the priorities and needs were reflected in detail, measures and difficulties for the UKZ Development Strategy 2017-2022.

In this workshop, the Board of Directors nominated a three-member commission to finalize and edit the Development Strategy, based on the documents of working groups and the reports of academic units.

At the XV meeting of the Board of Directors, on 2.5.2017, the Board of Directors has approved the Development Strategy of 'Kadri Zeka' University in Gjilan.

The Board of Directors and the Rector thank everyone who contributed in any way of drafting the UKZ Development Strategy for the period 2017-2022.

CHAPTER I: CONTEXT

The Education System in the Republic of Kosovo : The History and the Current Situation

Historically, Kosovo's education system has gone through many important and critical stages, given the political circumstances that have arisen over the years as a result of the various occupiers in our lands. The end of the World War II marks an irreversible stage in the education system of Kosovo, after the opening of schools in the Albanian language, where the culmination in this point was reached in 1969, with the opening of the University of Prishtina (UP). After the abolition of Kosovo's autonomy in 1989-1990, the parallel education system is created in Kosovo, at which stage the Albanian education system in Kosovo broke away entirely from that of Serbia and Yugoslavia.

After the end of the 1999 war, the education in Kosovo has been the subject of reforms at all levels: from preschool to university level. These reforms are intended at adapting education in Kosovo by European contemporary standards.

Since 2001, Kosovo adapts unilaterally The Bologna Process, under an EU funded project and managed by the European Commission Liaison Office and implemented by the Council of Europe. During this period the private education system began to develop alongside the public system, where they currently operate dozens of private institutions in all levels of education in Kosovo.

The organization and the structure of the education system in the republic of kosovo

The higher education system in the Republic of Kosovo is structured at bachelor level, masters and doctorates. In the context of higher education, the Bologna System provides the 3-years

study cycle to achieve the bachelor's degree, while the second level of studies is the master of 2 years, as well as a doctorate of 3 years.

In Kosovo, there are currently 12 public higher education institutions and 24 private institutions. All educational institutions in the Republic of Kosovo operate under the Law no. 04 / L-037 on Higher Education, the purpose of which is the creation of the legal basis for the regulation, operation, financing, provision of quality in higher education in line with European standards as well as the role of the state and of the society in the development of higher education in the Republic of Kosovo.

The Accreditation System in the Republic of Kosovo

The Ministry of Education, Science, and Technology (MEST) has created the Kosovo Accreditation Agency (KAA), according to the Law no. 04 / L-037 on Higher Education, aiming to assess the quality of public and private institutions' higher education. The KAA is an independent authority that does the accreditation and re-accreditation of public and private higher education institutions; and study programs. The accreditations are made on a periodic basis on the basis of independent assessments of the recommendations of external experts. Through the accreditation process, KAA supports the development of quality in higher education and in this way it assures the society that the offers for higher education in Kosovo comply with comparable international standards.

The accreditation criteria within the KAA are set out in the Law on Higher Education in Kosovo (No. 04 / L-037, dated 31.08.2011), as well as in the Administrative Instruction for Accreditation of Higher Education Institutions in the Republic of Kosovo (Nr.20/2016, dated 20.09.2016). KAA is successfully affiliated as a member of these relevant international institutions: the European Association for Quality in Higher Education (ENQA), the Network of Quality Assurance Agencies of Central and Eastern Europe in Higher Education (EENQA), International Quality Network Assurance Agencies in Higher Education (INQAAHE), the European Quality Assurance Register for Higher Education (EQAR). The Memberships in these institutions with no doubt place the KAA in the level of the most credible institutions in the region.

The History of the Public University "Kadri Zeka" in Gjilan

"Kadri Zeka" University (UKZ) was established by the Government decision of the Republic of Kosovo on the Establishment of Public Universities, on 6 March 2013, approved by the Assembly of Kosovo on 31 May 2013.

Although established late, higher studies have longer experience in Gjilan. In 1973 the Pedagogical Academy was established, which has prepared teachers for the lower primary classes, while in 1980 the Academy was transformed into a Pedagogical Higher School. In 2002

the University of Prishtina has advanced the Pedagogical Higher School in the Faculty of Education. In 2010 the University of Prishtina established two other faculties in Gjilan: Faculty of Economics and Faculty of Law, as its branches. At the moment of establishment of the Public University “Kadri Zeka” in Gjilan, all these academic units have joined the new university, creating a historical birth connection of this university with the University of Prishtina.

The Functioning of UKZ

The functioning in UKZ is made conform to the Temporary Statute which has been approved by the Ministry of Education, Science, and Technology (MEST) of the Republic of Kosovo. At UKZ, a total of seven study programs are accredited in four faculties. Within the Faculty of Education there are the following study programs: Primary Education / BA and Preschool Education / BA, at the Faculty of Economics there are the following study programs: Management / BA, Banking, Finance, and Accounting / BA and Marketing / BA. At the Faculty of Law the program of General Law / BA is accredited and at the Faculty of Computer Science is accredited the program of Computer Science / BA.

UKZ currently has 26 full-time professors, two of whom are on call associate professors and 24 assistant professors. There are also three lecturers and 11 full-time assistants. On the other side, the total number of students is 5569.

Faculty/Study Programm	Female	Male	Total
Education/ Primary programm	586	117	703
Education/ Preschool programm	487	0	487
Law/ General Law	810	749	1559
Economics/ Management	467	558	1025
Economics/ Banking/ Finance and Accounting	398	578	976
Economics/ Marketing	240	235	475
Computer Science/ Computer Science	96	248	344
Total	3084	2485	5569

CHAPTER II: VISION, MISSION, VALUES

The Vision

The Public University "Kadri Zeka" in Gjilan is established so it can serve the knowledge, education, and well-being of Kosovar society and all humankind.

This is our vision.

The University is the best opportunity for a society to educate its members and make them responsible for the shared social values: for the freedom, the principles of democracy, economic welfare, social peace and other humanist values who underlie a society of high values.

Only by creating high scientific, cultural, economic and social values we help our society cope with the century of information technology and globalization.

The university will be the connection between local values, national values , and global values. It is Kosovo's best door to the era of digital technology, in which all mankind is living as a multicultural society. In both the Kosovar and Albanian contexts, the University is where the different cultures, the different languages, the different races, Individuals with different religious beliefs, and individuals with different social status come together. The University, adhering to the very essence of the universal word, will promote and respect the multiculturalism and the diversity.

The future life of our society, knowledge, science, and education, family, the future economy, prosperity, democracy, and position in the international arena depend on the way the processes at universities are flowing today.

The university will educate and teach today's students with future public responsibilities.

The university educates society for a life of peace and prosperity.

The university prepares the leadership of our future society.

The Mission

The temple of knowledge which cultivates human love and affirms the principles of loyal competition!

To prepare responsible and professionally capable young people to be part of modern and global society, part of a wider market than working traditional markets and at the same time, a model for other members of society to encourage critical thinking and the spirit of entrepreneurship.

The Core Values

Equality in the conditions for the acquisition and generation of knowledge, which is reflected in non-discrimination of anyone;

Creativity reflected in our openness to new ideas and forms expression, intellectual curiosity, willingness to face risks and entrepreneurial spirit;

Integrity reflected in our adherence to the highest ethical standards in personal and professional behavior as well as in our commitment to transparency and accountability in governance and in everything that we make;

Sustainability, reflected in our shared commitment to it led by example in leading and protecting the public interest and in our approach to responsible financial planning;

Excellence: We seek perfection. We understand the importance of critical thinking, discipline and responsibility, and we expect standards too high for ourselves and our students;

Connection: We are an integrated team. We work around the principle of faith, cooperation and connection in our various disciplines and in all the world;

CHAPTER III: GOVERNANCE AND ORGANIZATION

The University Board of Directors (SC) is the main governing body of University. The other major governing bodies of the University are the Rector and Senate. All governing bodies of the University exercise their activity on the principle of majority voting unless otherwise specified in Statute.

The Rector is the principal managing and academic authority of the University.

The organization of studies is the responsibility of the faculties. The faculty has the Faculty Council, which is its highest body for academic affairs, while the Dean directs the faculty.

The administration of the University is headed by the Secretary of the University.

CHAPTER IV: PRIORITIES

UKZ has a vision and a strategy that it will implement according to an operational plan.

University, society and the employment market

UKZ aims to ensure that the study programs offered are consistent and harmonious with the needs of the employment market, of society and country and be compatible with other regional universities, European and beyond, in order that our students develop the required creative and entrepreneurial skills.

Also, our programs aim to affirm Kosovar science, in order to respond to the economic, legal, political and educational challenges of society. We work to provide our students with the transferable knowledge and after graduation to be competitive in the local market, regional and European employment market, including the private and public sectors.

To meet these challenges, UKZ will establish a Career Office, the purpose of which will be the continuing student consultancy around the employment market, assistance in preparing resumes and cover letters as well as the information in time on open positions in various commercial enterprises in the private and public sectors.

Also, UKZ aims to promote in an ongoing way academic links with industry and society in order to contribute directly and indirectly to the overall social development.

This will be achieved by establishing the community advisory board that study programs comply with the requirements of potential employers and as a result, students graduates have easier access to the labor market.

The board will play an advisory role in the number of new students to be admitted to its future.

In addition, UKZ will establish a student graduates association called “Alumni “.

Within this, a database will be created with data of graduates including contact information, status if students are employed, the position they hold, and the salary they receive. On an annual basis, UKZ at the university campus will organize regular 6-month meetings with the graduates to increase collaboration among them.

Study programs

UKZ intends in the medium term to carry out study programs in three levels of study: bachelor, masters, and doctorate. Master programs are in the evaluation process by the Kosovo Accreditation Agency and are expected to be accredited, while studies at this level begin in the academic year 2017/2018. Whereas, the doctoral program is intended to be realized sometime in the academic year 2020/2021. UKZ also aims to implement new program studies that will have a multidisciplinary character and will be created in collaboration with faculties within different local and international universities.

All the new programs that will be sent for accreditation at the Kosovo Accreditation Agency will have a feasibility study and any new program will not be proposed unless it meets the needs of the employment market.

UKZ will establish a new faculty, in order to meet the law requirement in maintaining the status of Public University, which will be in the field of applied medicine.

For more, of particular importance, UKZ will pay attention to strengthening the existing program at the Faculty of Computer Science which is required in the employment market, as well as the program that is expected to be accredited in the field of applied medicine.

Students

UKZ constantly seeks to attract outstanding students to the programs offered in its faculties, where the target is potential students who are excellent and coming from the municipality of Gjilan, Kamenica, Viti, Ferizaj, Presevo and Bujanovac, as well as Macedonia, and Kumanovo. Also, due to the geographical position of the UKZ, it also aims to attract students from minority communities living in region of Anamorava, in order to contribute to the integration of all of them in Kosovo society. UKZ also intends to make cooperation agreements with the high schools in the Anamorava region, where there will be the opportunity before entrance exam deadlines to organize informative sessions with students in high schools, in order to inform them of study opportunities that UKZ offers.

In addition, UKZ promotes student mobility with other local, regional and international universities that has cooperative relations and provides facilities for this process to be as convenient as possible in the service of students.

Human Resources

Effective planning of UKZ's academic and administrative staff is imperative to operate as efficiently as possible and to comply with applicable legal requirements. While there may be shortcomings in this regard, UKZ is consistently leading in preparing the necessary documentation and is always on time towards existing required procedures. At the moment, within the existing study programs, UKZ meets legal criteria with academic staff. As for the administrative staff, UKZ is expected to gradually recruit new staff, with the aim of independence from the MEST. UKZ intends to develop continuously the academic and administrative staff in professional and technical aspects, providing logistical and financial support for their training. Also, UKZ encourage its staff for academic work and career development because it believes that human resources are crucial to the overall success of the university.

The mobility of academic and administrative staff is considered very important to exchange and gain new experiences, managerial skills, skills research and knowledge to respond to the challenges and needs of the university.

Quality assurance system

UKZ will develop a quality assurance strategy that will be in harmony with internationally renowned universities practices. In addition, UKZ will establish a Quality Office that will consist of a full-time professor from the academic staff and an officer from the administrative staff.

The quality office will be independent of the university governance structures and its main role will be strict quality monitoring, impartial and in line with development policies of the university. The evaluation samples and quality analysis, strategy and the modality will be established in close cooperation and consultation with the KAA, to meet and exceed the set objectives.

The questionnaires for the academic staff will be completed by students online through the official website for the sake of fairness and transparency.

In addition, the UKZ will compile a detailed report on the indicators of ranking of universities. Then, it will make a thorough assessment of where it stands in relation to the evaluation parameters and consequently, will compile its strategy development to be more successful in local and international ranking.

Scientific research work

UKZ pay particular attention to research and scientific work. The Bord of Directors has decided to change the budget codes and to take the appropriate approvals from the ministries to allow the budget so that can support sustainable scientific research.

UKZ aims to support the publication of scientific works and of publications of university texts, publication in scientific journals and promote the research work of the academic staff, providing support within the possibilities of the technical and material aspect.

Moreover, the faculties will have the needed space to create their own institutes, while part of their practical work will be realized through institutes, with the active participation of students and academic staff.

Organizing scientific meetings and conferences will be a priority of UKZ so that topic of interest can be debated and analyzed in close collaboration with all other actors that have a direct and indirect impact on raised themes.

UKZ will pay particular attention to presenting academic staff in international sciences journals to keep up with the current developments and themes everywhere in the world. Appropriate efforts will be made to secure the sufficient budget to support this objective and the support from will be required from MEST, the universities with which we have entered into cooperation agreements as well with other institutions that support the development of science.

The UKZ Profiling

UKZ aims to advance the current programs at the Faculty Economics and Law, to develop towards the concept of profiling. In this aspect, aims to be profiled mainly in education, computer science and medicine application.

International Relations

The international Relations is vital for sustainable and long term development of UKZ. To respond to these challenges, UKZ will soon establish the Office for International Relations, to be leaded by the vice-rector for international relations. Within this office, UKZ will recruit the officer for international relations.

The Office for International Cooperation will draw up a detailed action plan, and will work uninterruptedly in filling out international project applications in cooperation with other partners. This office will aim to receive as much funding from ERASMUS + projects and other projects, which will affect the development sustainability of university.

In addition, for the participating projects, the International Relations Office will be active, in correlation to information and pushing on filling in the earned quotes for students, academic and administrative staff.

Another objective of particular importance that this office will address is membership of UKZ and its faculties at various international associations, as well as at Union of Rectors of European Universities, for the purpose of exchange of experiences and knowledge on the management and further development of UKZ. This represents a great advantage to be trending with the development of ideas, setting international scientific priorities and the opportunity for representing UKZ ideas and projects at the regional level.

Internationalization of UKZ. The university will serve as a bridge between scientific and business factors to increase the impact in the region and in Europe. UKZ's involvement in regional and European co-operation will continue to be our necessity and goal in the realization of this strategy.

Establishment of the Office for International Relations. With the establishment and the functionalization of the Office for International Relations will increase the volume of work, efficiency and opportunity. Supporting and developing international relationships from the Office for International Cooperation will be a relief for the UKZ leadership structure, academic and administrative staff, students in particular.

Drafting the action plan for international cooperation. Designing such a plan must happen quickly, because it defines the routes that UKZ aims for realization during these years. The action plan is a document that identifies the needs, opportunities and capacities that UKZ possesses.

Participation in Erasmus + projects and other international projects. UKZ is currently involved in several Erasmus + programs, such as: REBUS, EUFORIA, GREEN TECH. UKZ should focus on these programs. Such programs provide funding for formal and informal scientific developments. We should aim to get involved in most of these projects that include the Western Balkans and as such develop study programs and important collaborations for students and staff.

The UKZ membership in international associations. The UKZ membership in networks of universities and faculties, as well as such various programs will be a priority. This guarantees a constant update of developments of this nature at different levels. The Information on developments and access is provided to UKZ the opportunity to be part of international trends, whether as carriers, partner university or even participants.

UKZ is one of the founders of the Balkan University Association, BUA. It is also a member of the Association for Teacher Education in Europe (ATEE).

Requests will also be made for membership in other associations of universities.

Creating English language programs. Creating bachelor and master's programs in English would help further the internationalization of UKZ, making it an equal part of international projects.

GUEST SPEAKER Program. This program offers a good opportunity that students and academic staff get to know the high life achievements and professional of individuals, in all fields, and from all countries of the world.

Infrastructure

Independence from MEST. The UKZ aims for full independence from the MEST in the report with procurement and finance in order to avoid bureaucratic procedures which delay the implementation of planned projects. In this aspect, UKZ will recruit civilian support staff to fill the vacancies and will create its own account.

The new campus. The construction of the new university campus is an immediate need of the UKZ to create positive environment for work, study and research. The management of UKZ is constantly makes efforts for the realization of the new campus, but this project could not be pushed further without the political will of the Government and the municipality of Gjilan for determining the construction site.

Digitizing the learning process. UKZ continuously supports and pushes forward the application of information technology in the teaching and research process. We are currently in the process of adopting the module program where this platform is expected to facilitate and enhance the communication of the professorship with students and will provide real opportunities to improve quality. In this regard, it is expected to further digitalisation of the learning process, as well as possible implementation of e-learning.

University Library. UKZ aims to increase the number of books and scientific journals in the library, including the necessary space as well contemporary books and materials, which coincide with the development objectives of teaching process and science, so that our students can be competitive with European level students and beyond. The library is expected to be digitized, where it will be recognized the number of university books available for loan electronically and automatically through the system, use of books by students, as well as the exact location of the books.

Laboratories. Another objective remains the establishment of laboratories and their equipping with modern technology, to assist in the teaching process and to promote the further development of the scientific capacities we have available. It is also very important for UKZ the creation of student conditions for cultural, sports and volunteer activities, including also gastronomic services etc. In addition, UKZ aims to establish the University Museum to protect, preserve and nurture the created values. The realization of some of these projects will come to fruition with the construction of the new university campus.

- **Financing**
- **Financial stability**
- **Government grant**

The UKZ's financial stability is largely based on government grant. The government grant is a fund allowed by the Kosovo budget, which finances all activities of budget organizations. In the case of UKZ this source finances activities related to the following categories:

- wages and salaries
- goods and services
- utilities
- subsidies
- capital expenditure

Own source revenues

Student taxes. UKZ, as a supplementary source of income also has students taxes. Student fees are currently regulated by the Law on Higher Education in Kosovo. Student fees are currently fixed for all licensed and accredited public providers of higher education.

Scientific research and projects. UKZ will devote an important role to scientific research into the generation of own source revenues. Revenue from research publications will be considered an important source of financing a part of the activities of UKZ.

Public-private partnership. The market dynamics of the 21st century has recognized a new and efficient source of financing for public projects, especially important projects strategic.

This new source of UKZ funding will be largely based on partnership between the public sector - UKZ and our private partners. Cooperation between these two sectors could find application in some important areas such as: cooperation in projects in the field of financing (concession, rent), construction, management, maintenance, service etc. UKZ's public-private partnership will provide an additional and more accessible approach in alternative sources, using technical, human, physical resources, financial of all sectors.

Donations. The UKZ funding strategy will also rely on attracting donations - various projects. Donations will deepen even further the development and financial stability of the UKZ. Thanks to this, the membership in various international organizations and application in projects of The European Union will provide additional funding to UKZ.

Other revenues. We have not foreseen such revenues in the own source revenue plan of UKZ. These can be mainly revenues that can be generated outside the institution and not included in the analyzed categories above.

Objectives and advancement of the financial plan

The objective of the UKZ financial plan is to increase revenues and financial stability to support academic activities; and its infrastructure. We will do this by increasing the efficiency at managing and using our human and financial resources as well revenue growth through UKZ's lucrative activities: research scientific, public-private partnerships, donations, etc.

The objectives will include:

- Revenue projection,
- Expense plan,
- Strategic investments.

Strategic Investments

Strategic investments will focus on:

- Capital investments and
- Investments in human resources.

Accountability – Audit

Periodic reports

UKZ financial reports will present the financial activity of the institution, as specified in the Law on Public Financial Management and Responsibilities (03 / L-048) including all budget organizations, MEST and its subprograms. Money management in UKZ is done through the single account Treasury. The Treasury Account is a bank account system that is used for revenue collection and expenditure realization, which is controlled by a single institution - the Treasury.

Accounting and reporting basis in the Government of the Republic of Kosovo according to The Law on Public Financial Management is the basis of cash. on this basis, the information presented in the financial statements will be presented cash receipts and payments.

The Current annual budget and projection

Economic categories	Budgetary limits 2017	Budget projection of UKZ 2018	Budget projection of UKZ 2019
Wages and salaries	930,214.00 €	1,500.000.00 €	1,600.000.00 €
Goods and services	316,339.00 €	450,000.00 €	500,000.00 €
utilities	50,000.00 €	50,000.00 €	50,000.00 €
subsidies	10,000.00 €	100,000.00 €	120,000.00 €
capital expenditure	250,000.00 €	500,000.00 €	2,500.000.00 €
TOTAL	1, 556,553.00 €	2,600.000.00 €	4,770,000.00 €

CHAPTER V: DIFFICULTIES AND CHALLENGES

Sustainable Development of UKZ faces several challenges and difficulties, as presented below.

Meeting the criteria for accreditation

One of the main criteria for the functioning of the UKZ is the fulfillment of the main criteria for the accreditation process of the faculties programs of UKZ, a task that is not easy to accomplish, seeing the situation from two perspectives:

First, the lack of cadres with the title Doctor of Science, which three of them are needed to accredit a program and second, budget deficit or insufficiency, where there are cadres titled Doctor of Science, so recruiting them in working relationships as professors.

Lack of space

The space in the UKZ currently meets the minimum requirements for students who study, for the academic staff, as well as the administrative one working in UKZ. For this reason there is the need for the UKZ campus, the solution that must be made as soon as possible.

Lack of academic staf

UKZ, with its programs, is within the limits permitted by law, with academic staff, but looking at the purpose of developing the UKZ, and its growth with new programs and new faculties, it needs new academic staf.

However, seeing the above facts, we consider that this is a particular challenge for UKZ.

The employment market for UKZ graduates

All UKZ programs, as well as the number of students admitted in faculties tend to relate to the labor market. For this reason UKZ has attempted to study the employment market for all offered programs, but it may not necessarily be precise, because in the Republic of Kosovo, economic development still leaves much to be desired. This is one of the reasons why UKZ is trying to establish even closer cooperation with businesses operating, especially in the Anamorava region and beyond.

Adapting to changes in the global market

UKZ, has an interest and is very focused on international developments in higher education and therefore innovative ideas in certain cases are not lacking. But we definitely have to be realistic and take into account the rapid global developments and the inability of us as a UKZ to follow these developments.

Full implementation of the Bologna System

UKZ operates under the Law on Higher Education in the Republic of Kosovo. On this basis it has undertaken to implement in many ways the Bologna System, on the basis of which the system also functions. But as in every university in the Republic of Kosovo, the challenges in implementing this system are almost the same and we cannot be an exception to this.

Legal infrastructure

Being an emerging and very young university, legal infrastructure has started to be set up in the UKZ, which can be said to coincide with the very good situation in the UKZ in all respects, affecting the development of the UKZ itself. This legal infrastructure still leaves much to be desired, considering that the UKZ has so far operated with the Interim Statute, not allowing many issues to be developed in the UKZ.

Students' awareness of the importance of evaluating knowledge

Students are the strongest pillar of UKZ. Therefore, UKZ has made it possible for students to become aware of and understand the importance of assessing their knowledge, an aspect that would directly impact a greater success for future students. Students are encouraged to make the assessment of the professorship as realistic as possible through relevant questionnaires, which aim to enhance the overall quality of teaching.

Providing basic literature in Albanian language

Albanian language literature is also one of the challenges that every university in the Republic of Kosovo has. This also applies to UKZ. For this reason UKZ has attempted to establish a legal basis, as well as to allocate means for translating literature from English into Albanian. The main challenge of this issue is the lack of sufficient translation tools.

Using foreign language literature

Another challenge is the students' unsatisfactory knowledge of English or other languages. The challenge, which is not easily overcome, given that this needs to be improved in the school chain from elementary school onwards and as such does not depend directly on UKZ. We at UKZ have tried to give our students the choice of a foreign language between English and German, but we are also working to introduce French as a foreign language.

Limited number of administrative staff and their training

Number of administrative staff is very small compared to the needs, so an increase of administrative staff is more than necessary to enable the development of the UKZ. This is difficult to accomplish, considering the Ministry of Finance and the Ministry of Public Administration's refusal to recruit new staff. The lack of relevant training for current staff is another challenge for UKZ.

Practical lesson

Practical learning in the UKZ has its weight and importance and the UKZ has decided to approximate the practical to the theoretical in the measure 60 to 40 for the theory, but raising the practical aspect. Apart from bringing practical learning, one important aspect is the conclusion of agreements with different institutions and businesses for internships. This is a challenge for UKZ, because not all graduate students manage to be part of different practices across institutions or businesses.

Large number of students in exercises

UKZ tends to gradually increase the number of assistants who deal exclusively with exercises. Increasing the number of assistants will also reduce the number of students in exercise groups, so this still remains a challenge to overcome, given the difficult aspect of hiring an assistant.